United Nations UNW/2011/1

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Original: English

First regular session 2011
24-26 January 2011
Item 1 of the provisional agenda
Organizational matters

Draft report of the organizational session

(15 and 22 December 2010)

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11-21156 (E) 240111

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I. Organizational matters

1. The organizational session of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was held at United Nations Headquarters in New York on 15 and 22 December 2010. The session was chaired by Hamidon Ali (Malaysia), in his capacity as President of the Economic and Social Council for 2010.

2. The Executive Director welcomed the opportunity to address the first formal session of the Executive Board of UN-Women. She expressed appreciation for the excellent dialogue at the informal session held on 8 December 2010, attended by many Permanent Representatives to the United Nations. The high-level engagement was a reflection of the support of Governments for the creation of UN-Women and their commitment to ensuring its success. The Executive Director stated that she would rely on the Executive Board's guidance as UN-Women became a fully functioning and operational organization.

3. The Executive Director had taken note of the priorities expressed by Executive Board members at the informal session, including the high level of interest in the capacity assessment on local presence and the development of the strategic plan. The initial results of the assessment and the strategic vision for UN-Women, as well as the biennial support budget for 2010-2011, would be discussed at the first regular session of 2011. Areas of particular interest, including accelerating development in the least developed countries and integrating gender into South-South cooperation, had been noted. The Executive Director cited the statements made on the critical importance of demonstrating results, the need to develop stronger relationships with non-traditional donors to build on successful interventions at the regional and subregional levels, as well as the need to ensure an equitable geographic balance among staff. The Executive Director welcomed the openness of the delegations in sharing their initial views and concerns, and looked forward to building a partnership with the Executive Board through ongoing dialogue.

4. The Executive Board adopted decision 2010/1 on the size and composition of the Bureau and selection of the President:

> 2010/1
>
> *The Executive Board*
>
> 1. *Decides* that the Bureau of the Executive Board of UN-Women shall be elected from among representatives of all its members, taking into consideration the need to ensure equitable geographical representation, and shall consist of a President and four Vice-Presidents, who shall hold office until their successors are elected;
>
> 2. *Decides further* that the presidency shall rotate each year to a different regional group in alphabetical order beginning with Africa.

5. The Executive Board elected the following members of the Bureau for 2011:

President:
U. Joy Ogwu (Nigeria)

Vice-President:
Zahid Rastam (Malaysia)

Vice-President:
Olha Kavun (Ukraine)

Vice-President:
Carmen Arias (Peru)

Vice-President:
Magnus Lennartsson (Sweden)

6. The Executive Board agreed to hold the pre-session informal meeting on 11 January 2011 and the first regular session of 2011 from 24 to 26 January 2011.

7. The Executive Board adopted the eight-week time frame for the submission of pre-session documentation to the United Nations, with the understanding that documentation would take four weeks for processing and would be available four weeks prior to the session.

II. Overview of the tentative workplan for the first regular session of 2011

8. The Executive Board approved the tentative workplan for the first regular session of 2011.

III. Draft rules of procedure for the Executive Board of UN-Women

9. The Secretariat noted the progress made on the draft rules of procedure for the Executive Board of UN-Women during informal consultations. It was expected that the rules of procedure would be adopted at the first regular session of 2011.

10. One delegation had a query on working languages of UN-Women.

IV. Other matters

11. One delegation requested a synopsis of the strategic vision to be shared prior to the first regular session of 2011 to enable a more productive discussion on that topic.

United Nations UNW/2011/2

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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First regular session for 2011
24-26 January 2011
Item 1 of the provisional agenda*
Organizational matters

Overview of decisions adopted by the Executive Board at its organizational session for 2010

Decision 2010/2
Overview of decisions adopted by the Executive Board at its organizational session for 2010

The Executive Board recalls that during its organizational session, held on 15 and 22 December 2010, it took the following action:

Item 1
Organizational matters

Elected the following members of the Bureau for 2011:

President: Mrs. U. Joy Ogwu (Nigeria)

Vice-President: Mr. Zahid Rastam (Malaysia)

Vice-President: Ms. Olha Kavun (Ukraine)

Vice-President: Ms. Carmen Arias (Peru)

Vice-President: Mr. Magnus Lennartsson (Sweden)

Agreed to hold a pre-session informal meeting on 11 January 2011 and its first regular session from 24 to 26 January 2011

Adopted an eight-week time frame for the submission of pre-session documentation to the Department for General Assembly and Conference Management

Adopted decision 2010/1 on the size and composition of the Bureau of the Executive Board of UN-Women and the selection of the President

* UNW/2011/L.1.

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Item 2
Overview of the tentative workplan for the first regular session for 2011

Approved the tentative workplan for the first regular session for 2011

Item 3
Rules of procedure

Took no action on this item as it was still under discussion

United Nations UNW/2011/3

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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6 January 2011

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First regular session 2011
24-26 January 2011, New York
Item 2 of the provisional agenda*
Financial, budgetary and administrative matters

Proposals for the use of voluntary resources for the support budget for the biennium 2010-2011

Report of the Executive Director**

Summary

This document is submitted to the Executive Board pursuant to General Assembly resolution 64/289 of 2 July 2010, paragraph 77, which requests the Executive Director to submit a report with a proposal for the use of voluntary resources for the support budget for the biennium 2010-2011 for the United Nations Entity for Gender Equality and the Empowerment of Women, known as UN-Women. The General Assembly established UN-Women through resolution 64/289 in order to overcome major gaps in the gender equality architecture of the United Nations. Through resolution 64/289, the General Assembly consolidated and transferred to UN-Women the existing mandates and functions of four former separate United Nations gender entities and added a critically important new role: to lead and coordinate the United Nations system's work on gender and to promote gender mainstreaming and the system's accountability for it. This report indicates how the Executive Director proposes, in 2011, to start to build the capacity required by UN-Women to deliver results to meet its mandates and the demands for support from Member States.

* UNW/2011/L.1.
** The present report is being issued without formal editing.

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The process of merging the former entities into a coherent results-driven organization will continue through 2011. The Executive Director envisages required organizational changes through three sequential phases that give top priority to strengthening in-country operations and putting in place a senior management team to lead this and prepare UN-Women's Strategic Plan 2011-2013. An underlying principle guiding all three phases will be the need to maximize the share of resources allocated for in-country development. For this, the Executive Director will ensure that the costs of management never exceed 16 per cent of total resources at any one time.

The proposed budget assumes that $500 million will be the total resources used by UN-Women in 2011. It is proposed to allocate $413 million for development programmes, $76 million for the support budget, $8 million for one-off costs for change management and the move of UN-Women headquarters to consolidated office premises, and $3 million for security and other costs mandated by the General Assembly. The proposed support budget will be linked to the rate and volume of mobilized resources by maintaining the 16 per cent ratio of total secured resources, thus ensuring a sustainable and orderly build-up of capacity. The Executive Director proposes to use a share of the support budget to fund 160 posts that were previously funded from programmes ($26 million), thereby establishing the basic institutional capacity needed to provide a minimum package of support services in at least 40 countries by the end of 2011. It is proposed to create 95 new posts ($17 million) to provide the capacity required to implement the new United Nations coordination, gender mainstreaming and accountability functions and for increasing the scale of in-country operations in response to demand.

The establishment of UN-Women has generated huge expectations and hope among both national partners and donors. To meet these enormous needs and demands, this budget has to be substantially greater than the severely under-resourced budgets of the past. This is an ambitious proposal. It is an ambition tempered by the real possibility of a dramatic increase in voluntary contributions to address the inequalities that affect half of humanity.

Elements of a decision

The Executive Board may wish to: (a) take note of the functions, management results, indicators and resource requirements in the UN-Women support budget estimates contained in the present report; (b) approve gross resources in the amount of $75.6 million representing the total support budget in 2011 funded from core and non-core voluntary contributions resources, noting that the estimated $8.9 million income from support costs shall be used to offset the gross resources appropriation, resulting in an estimated "net" core voluntary resources appropriation of $66.7 million; (c) decide that the appropriated amount be used to achieve the results specified in the functions as presented in the present report; and (d) approve the amount of $2.5 million from core voluntary resources to cover United Nations-mandated security costs, $0.3 million for costs related to the adoption of the international public sector accounting standards and enhancement of the Atlas system as described in the present report, $5 million for change management, and $3 million for office move and related technology installation.

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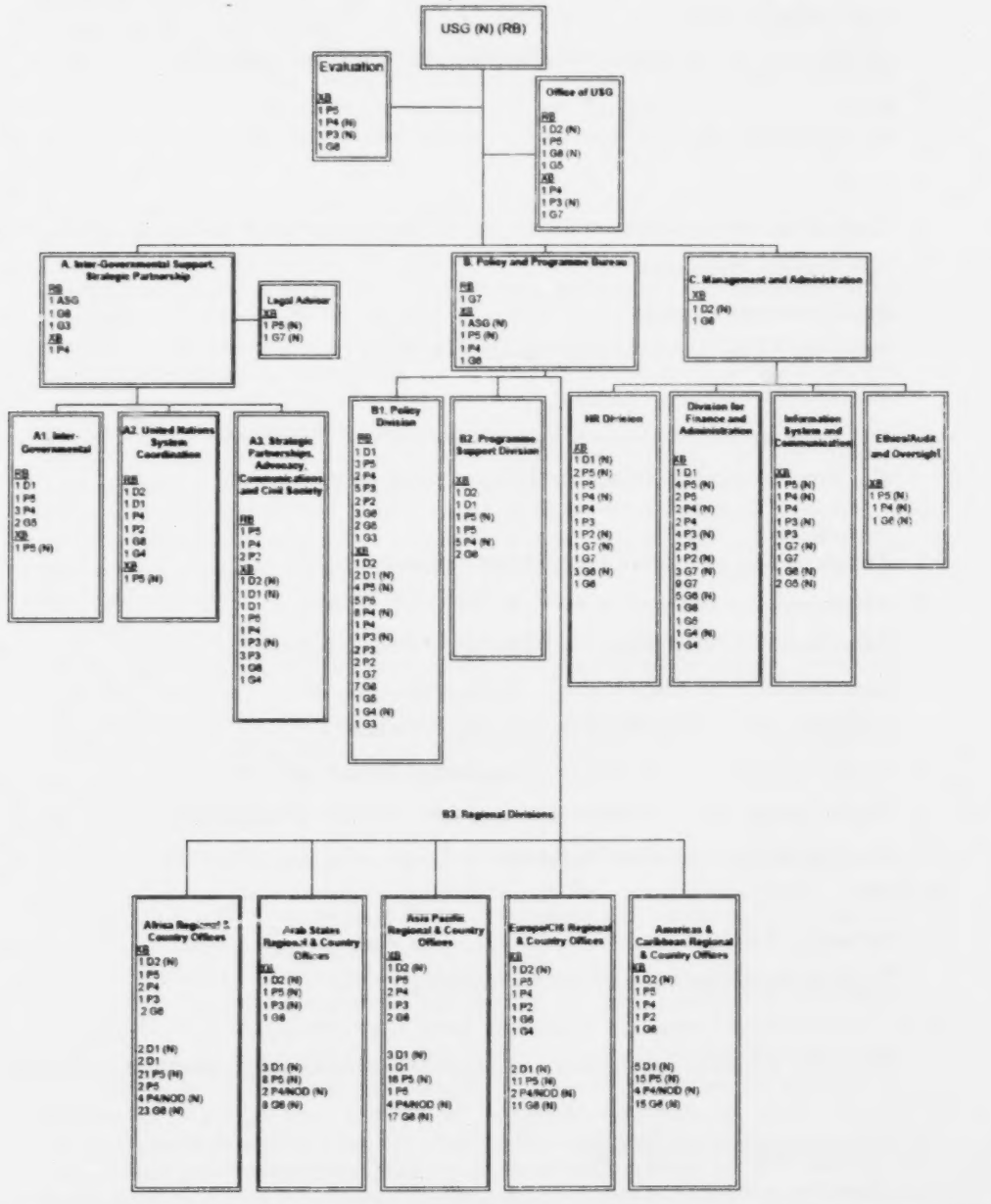

Chart 2
The division of posts by location: Headquarters and Programme Countries

Total Current Biennium Support Budget Positions:

Headquarters	Regional Division*	Programme Countries (Field)	
		Sub-regional Offices	Country Offices
RB	XB	XB	XB
USG/ASG: 1	Other IP: 14	D1:3	0
D2: 1	All Other: 8	Other IP: 3	
D1: 3			
Other IP: 23			
All Other: 14			
XB			
D2:2			
D1:3			
Other IP: 31			
All Other: 33			

Total Proposed Support Budget Positions:

Headquarters	Regional Divisions*	Programme Countries (Field)	
		Regional/Sub-regional Offices	Country Offices
RB	XB	XB	XB
USG/ASG: 2	D2: 5	D1:18	Other IP: 58
D2: 2	Other IP: 16	Other IP:32	All Other: 58
D1: 3	All Other: 8	All Other: 16	
Other IP: 23			
All Other: 15			
XB			
USG/ASG:1			
D2:4			
D1:7			
Other IP: 76			
All Other: 53			

*Regional Divisions are currently located at headquarters. Their location under the support budget (whether at headquarters or in UN regional centers) will be determined in light of the field capacity assessment and functional analysis.

I. Executive summary

1. This document presents the Executive Director's proposals for the use of voluntary resources for the support budget of UN-Women for 2010-2011, as required by the General Assembly in resolution 64/289 of 2 July 2010. The proposals are consistent with the Secretary-General's proposed use of United Nations regular budget resources for the normative support functions of UN-Women, submitted to the General Assembly.[1]

2. The proposals are driven by resolution 64/289 and build on the proposal contained in the Report of the Secretary-General, "Comprehensive Proposal for the composite entity for gender equality and the empowerment of women",[2] and the strategic plans or frameworks of the four United Nations gender equality entities that were absorbed into UN-Women: the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI) and the Division for the Advancement of Women (DAW) of the Secretariat, as well as those of the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW). Moreover, since her appointment in September 2010, the Executive Director has consulted widely among Member States, civil society and United Nations sister organizations on the future strategic directions that UN-Women should take to implement its mandate and deliver expected results. These ongoing consultations have influenced the Executive Director's proposals and will culminate in the preparation of UN-Women's first Strategic Plan, for the period 2011-2013, to be submitted to the Executive Board at its annual session 2011.

3. UN-Women was established to overcome major gaps in positioning, authority, coordination, coherence, accountability and resources that prevented the United Nations system from fully playing its role in supporting countries to advance gender equality and the empowerment of women in line with national priorities. The mandate given to UN-Women includes not only all the functions of the four former separate United Nations gender equality entities, but adds a critically important new role: to lead and coordinate the United Nations system in its work on gender equality and to promote the accountability of the United Nations system's work on gender equality and women's empowerment. UN-Women is expected to expand the scope of its operations within and beyond the 80 countries in which UNIFEM had a field presence. The merger is also intended to achieve greater coherence between these operations and support to the normative intergovernmental work that UN-Women is providing.

4. The proposed budget aims to provide UN-Women with the necessary capacity to deliver results to meet these mandates and the growing demands for support from Member States. This involves continuing the consolidation of the four former entities by putting in place a coherent organizational structure capable of delivering on the high expectations of stakeholders. In line with resolution 64/289 and the integration of the four former entities achieved, detailed analyses have systematically disaggregated UN-Women's corporate mandate into major functions by Division within the new organizational structure (see organizational chart). These analyses provide a framework for implementing the required organizational changes

[1] A/65/531.
[2] A/64/588.

in an orderly and phased manner that is fully consistent with United Nations Staff Rules and Regulations.

5. The top priority in this road map is to strengthen UN-Women's capacity at the national level. The first step, to be taken immediately after approval of the proposed support budget, will be to complete the transition management process at Headquarters so as to put in place a strong senior management team to lead the strengthening of field capacity and the finalization and implementation of a results-oriented Strategic Plan.

6. The new senior management team will then move quickly to install stronger capacity in field offices to carry out UN-Women's country-level roles and, in close collaboration with national and international partners including United Nations country teams (UNCTs), deliver results that will make a greater and more tangible difference to women. Each field office will have the capacity to provide a basic package of support services that meet local demands and leads to fuller implementation of both nationally and internationally agreed commitments on gender equality and the empowerment of women. Resource inflows are projected to be sufficient to strengthen eight regional/subregional offices and 32 country offices by the end of 2011.

7. The road map provides for three sequential phases, each to be designed, timed and implemented to reflect available financial resources, available capacity to deliver and a progressive transition management process. An underlying principle guiding all three phases will be the need to maximize the share of UN-Women's resources allocated for development programmes, particularly at the country level. In this respect, the Executive Director will ensure that the support budget of UN-Women's management never exceeds 16 per cent of total secured resources at any one time.

8. Taking into account projected inflows of voluntary contributions, the three phases are proposed as follows:

- **Phase 1** will be funded from resource inflows up to $300 million. It includes installing the new senior management team and adding required capacity to 10 field offices with the largest and/or most complex programmes. From resource projections and the scheduling of the change management process, it is envisaged that this phase will be completed by mid-2011. The two Assistant Secretaries-General (ASGs) will be in place by February 2011 and the D-2 members of the management team by April 2011.

- **Phase 2** will commence as soon as inflows of voluntary resources exceed $300 million. It will overlap with the completion of Phase 1. Respecting the 16 per cent ceiling on the Support Budget, a further round of 20 field offices will be strengthened, with some additional capacity for support from Headquarters if resources are sufficient. Completion of this phase depends on voluntary contributions reaching $400 million in 2011. The submission of, and discussion around, UN-Women's Strategic Plan 2011-2013 at the annual session 2011, will provide an opportunity for the Executive Board to review progress and provide guidance as needed.

- **Phase 3** depends on successful mobilization of the full $500 million calculated by the Secretary-General as the initial annual requirement of UN-Women. When this level of resources is available, and building on the Executive Board's discussion of the Strategic Plan, a third round of at least 10 field

offices will be strengthened, with a final round of strengthening support capacity at Headquarters. Thus, by the end of 2011, and subject to resources reaching $500 million, 40 field offices, including 8 regional/subregional offices and 32 country offices, would have been strengthened.

9. By linking the phased expansion in UN-Women's capacity and consequent financial commitments to resource inflows, the Executive Director will protect the 84 per cent share of resources for programmes and development results.

10. The proposals made in this document assume that the full $500 million target resourcing of UN-Women will be reached by the end of 2011, thereby generating $412 million[3] for development programmes and $75.6 million (15.4 per cent) for the proposed support budget. Major uses of resources within the support budget are proposed as follows:

- The migration of 160 posts previously funded from programmes and projects to the support budget. Seventy-eight per cent of these migrated posts will be for field presence and will give UN-Women the capacity to offer a minimum package of services and to ensure greater sustainability in technical capacity in at least 40 countries by the end of 2011.
- The creation of 95 new posts, of which 52 are for field-level presence. The new posts proposed to be established at Headquarters and for field-level presence are to serve UN-Women's expanded mandate, through senior management as well as policy support and operational capacity.
- The costs of the above proposed staff allocations, together with the costs of the staff previously funded from approved support budgets in 2010, total $58.8 million or 11.8 per cent of the proposed use of resources in 2011.
- One-off allocations totalling $8 million to complete transition management in accordance with United Nations Staff Rules and Regulations and for the move of UN-Women headquarters to new office premises large enough to locate the New York-based staff of the former entities.

11. The Secretary-General's Comprehensive Proposal summarized the challenges that need to be addressed if the United Nations is to be more effective in supporting national partners to achieve greater progress for women.[4] These challenges essentially provide the rationale of **WHY** UN-Women was established. Resolution 64/289 indicates **WHAT** results are expected from UN-Women. The support budget indicates **HOW** the Executive Director proposes to respond in the 2011 start-up of UN-Women. Table 1 summarizes the relationship between the **WHY**, **WHAT** and **HOW** in each area of challenge or gap in prior United Nations system action in gender equality:

- **WHY** the proposed support budget is needed (the challenges in column 1);
- **WHAT** remedial action was proposed by the Secretary-General (column 2); and
- **HOW** the proposed support budget systematically follows up by putting in place UN-Women's capacity, at all levels, to deliver results that will address the identified gaps and challenges.

[3] This total is arrived at in Table 4 by deducting the costs of management, one-off costs for change management and Headquarters moving to new premises and General Assembly-mandated costs from $500 million.

[4] A/64/588, paragraph 60.

Table 1
The underlying rationale of the proposed support budget: WHY, WHAT and HOW it addresses the gaps and challenges in the United Nations response to gender equality and the empowerment of women

WHY: Major Challenges	*WHAT: Remedial action proposed in the Secretary-General's Comprehensive Proposal (A/64/588), para. 60*	*HOW the support budget responds in 2011*
Need for strengthened responsiveness to country-driven demands	The strong emphasis on **investment in more robust country-level capacity**, and the focus on strengthening the UNCT response to national priorities, should provide the basis for a deeper engagement with national authorities and greater emphasis on country-driven demands.	The support budget proposes the migration of 124 field posts from short duration programme funding to funding under the support budget (Table 6), thereby providing UN-Women with more solid and predicable technical expertise at the country level. It also proposes to establish 52 new posts at the country level. In addition, the support budget proposes seven new posts in the Regional Divisions, currently located at Headquarters, to provide guidance and oversight, as well as to align with the convergence of United Nations system organizations in regional hubs. In total, 40 country offices will be strengthened by end 2011.
Need for greater coordination and coherence	The sub-optimal linkages between intergovernmental decisions and implementation on the ground and the fragmentation within the United Nations system on gender equality will be addressed by **strong leadership at Headquarters level**, clear guidance, adequate investment, and improved collaboration and integration within the UNCT and United Nations Gender Theme Groups. The **strengthened technical capacity at country level** will enable the United Nations to systematically inform the normative processes at the global level with findings from country experiences. **Enhanced capacity at Headquarters will support United Nations coordination**, result in stronger policy/programme guidance and more effective monitoring of the work of the United Nations system on gender equality.	The organizational chart (p. 4) reflects the establishment of an Under-Secretary-General post to lead both the normative and operational support functions. The proposals in both the United Nations regular budget and the support budget reflect the creation of a Policy Division that brings together the thematic experts working on both normative and operational support, and strengthens the research and training function by bringing the leadership of those functions to Headquarters, where there can be maximum synergy with the planning and programme support functions. Both budgets reflect the establishment of a strong Coordination Division, which will allow UN-Women to play its United Nations system roles. Finally, the support budget strengthens the capacity of UN-Women to support effective coordination at country level through the establishment of 58 P-5 and 58 G-6 posts dedicated to supporting coordination at country and regional levels; 32 of these posts at each level will migrate existing posts from short duration programme funding to more secure funding from the support budget.

***WHY**: Major Challenges*	***WHAT**: Remedial action proposed in the Secretary-General's Comprehensive Proposal (A/64/588), para. 60*	***HOW**: the support budget responds in 2011*
Need for elevated authority and positioning	The **establishment of an Under-Secretary-General (USG)-level Executive Director post** will establish the composite entity as an empowered and recognized driver to direct and support greater accountability, coordination, coherence and results, including through a strong leadership role in the United Nations System Chief Executives Board (CEB) mechanisms and all other relevant United Nations decision-making mechanisms, and through the **effective linking of the normative and operational aspects of United Nations work** on gender equality and women's empowerment.	The need for elevated authority and positioning is addressed through the establishment of the USG post. In addition to the existing ASG post that will be dedicated to areas under pillar A of the organizational chart, the establishment of an ASG post for Policy and Programme Support is key to enabling UN-Women to play its substantive role in enhancing United Nations system action and accountability for supporting efforts that are proven to generate sustainable progress for women and girls, based on evidence from country experience. To play a leadership role, UN-Women needs to participate in policy discussion at the highest level of the entire United Nations system, especially in CEB. In programme countries, if UN Women is to be effective in leading and coordinating the United Nations system response, the establishment of 15 D-1 posts and 71 posts at the P-5 level will be critical to attracting talent with the required level of technical and managerial competencies.
Need for greater accountability	Through all of the outlined functions and mechanisms, the new entity will promote agreements on the roles and responsibilities of the entire United Nations system and on mechanisms for **systematic monitoring and reporting on performance**, and will take a leadership role in support and follow-up in this area.	The need for greater accountability across the United Nations system is addressed through the establishment of the USG Executive Director post and the senior management team. This enables UN-Women to actively participate in the CEB, through which United Nations system internal accountability is implemented. The United Nations regular budget redeploys six existing posts to the Coordination Division, and proposes the establishment of an additional P-5 post funded by the support budget to support this work.
Need for increased and predictable human and financial resources	The **enhanced resource mobilization capacity** of the composite entity and the framework of **a basic package of technical support and "start-up" programme funds** should increase the predictability of both human and financial resources of the United Nations system for gender equality.	A D-2 post is proposed to lead advocacy and resource mobilization, recognizing how important these functions are to both change behaviour and to generate necessary financial support. In addition, the support budget installs capacity in 32 country offices to provide a "basic support package". Each of these

***WHY**: Major Challenges*	***WHAT**: Remedial action proposed in the Secretary-General's Comprehensive Proposal (A/64/588), para. 60*	***HOW** the support budget responds in 2011*
		UN-Women country offices will have at least one P-5 professional and one G-6 support staff member, plus access to enough funds to provide minimal support to national partners in gender situation analyses and planning. The support budget's proposed migration of 160 existing posts from project/programme funding is an essential first step to the establishment of this basic, predictable capacity. Regional and Headquarters oversight and support will also be strengthened to ensure that it can effectively recruit, support and oversee the required technical staff, as well as to ensure that all human and financial resources are managed in accordance with the highest professional standards and best practices.
Need for enhanced technical support at country level	**Capacity to provide policy advice** and institutional support, **increased financial resources, innovative and catalytic programming and enhanced coherence of technical support** through the United Nations Gender Theme Groups will result in improved country-level support	The need for enhanced technical assistance at the country level is also reflected throughout the support budget. Firstly, it will be important to provide UN-Women with the capacity to assure the quality of its programmes at country, regional and global levels. A D-2 post is proposed to lead the design, implementation, and oversight of effective, results-based programme policy, and to lead programme quality assurance processes through the organization. Secondly, the leadership of work in programme countries will be strengthened through the establishment of D-2 Regional Director posts to head the Regional Divisions. UNIFEM had four geographic sections at Headquarters. The support budget will strengthen these and add a Regional Division for the Arab States/Middle East and North Africa. Furthermore, UN-Women will secure presence in the two United Nations Regional Centres at which UNIFEM had no presence: in Cairo and Panama City. Thirdly, the enhanced capacity to mobilize funds will be very important to ensure that UN-Women is indeed able to provide the financial support that the national partners will need.

12. The establishment of UN-Women comes after four years of intergovernmental debate and has generated huge expectations and excitement within the United Nations system and among national partners. To meet these enormous expectations and to start delivering more effectively results that make a bigger and more visible difference for women, the budget proposed in this document has to be ambitious. The Executive Director's proposal reflects four important factors: (a) the centrality of gender equality to all other development goals juxtaposed against inadequate progress on ending gender discrimination and the specific obstacles to women's empowerment, as recognized in the outcome document of the recent Summit on the Millennium Development Goals (New York, 20-22 September 2010); (b) the need to resource the additional mandates given to UN-Women, particularly its new opportunity — with the appointment of the first USG on gender equality — to contribute at the highest levels of decision-making, the requirement that it addresses systemic gaps in coordination, coherence and accountability in the United Nations work on gender equality; (c) pervasive under-resourcing and inadequate authority of the existing gender equality entities that now require a significant leap forward in investments to enable UN-Women to fulfil the expectations set out in resolution 64/289 to make a visible and concrete difference at the country level; and (d) early indications that, despite an economic and financial crisis, there is sufficient good will and support for UN-Women that a dramatic increase in contributions from both government and non-traditional donors could be forthcoming if UN-Women is able to show that it is making necessary changes.

II. Introduction

13. In 1911, just two countries in the world allowed women to vote. Today, a century later, that right is almost universal. Globally, at least 125 constitutions now guarantee equality between women and men; 134 countries outlaw domestic violence; at least 67 countries have passed equal pay laws; 126 countries guarantee maternity leave; and 103 outlaw sexual harassment in the workplace.

14. Such changes are both the result and the manifestation of women's empowerment and a consequence of growing support for gender equality in a growing number of countries and at every level. Member States have responded by adopting the visionary Beijing Declaration and Platform for Action (BPfA) in 1995, by the ratification by 186 States of the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and by approving United Nations Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009). This progress reflects a growing global consensus that the empowerment of women is essential in its own right and to achieve internationally agreed development commitments and targets, including the Millennium Development Goals (MDGs).

15. This consensus contributed to General Assembly resolution 64/289 of 2 July 2010 that established the United Nations Entity for Gender Equality and the Empowerment of Women, known as UN-Women. The creation of UN-Women recognizes that progress in normative and policy spheres will not deliver concrete changes in the lives of women and men without concomitant capacities and resources to implement commitments. It also reflects the urgency of addressing systemic and persistent gaps that stop progress: the lack of United Nations system

coordination and coherence on gender equality, weak authority and positioning, poor accountability for results, and dire resource constraints (see table 1).

16. To help address these challenges, UN-Women aims to: "work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, the composite entity will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors".[5]

17. In establishing UN-Women, the General Assembly, inter alia, decided that:

(a) The mandate and functions of UN-Women will consolidate the mandates and functions of four former United Nations entities concerned primarily with gender equality and the advancement of women. These entities were the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI), the Division for the Advancement of Women in the United Nations Secretariat (DAW), the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW). In addition to the functions of these four entities, the General Assembly decided that UN-Women should have the important role of "leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women and that any new mandates shall be subject to approval by intergovernmental process".[6]

(b) UN-Women should be operational from 1 January 2011, functioning both as a secretariat (for relevant intergovernmental organs and processes) and carrying out operational activities at country and regional levels. The structure of UN-Women, as set out in the organizational chart (see page 4) reflects the universal coverage of the entity. The General Assembly established a multi-tiered governance system, whereby the General Assembly, the Economic and Social Council (ECOSOC) and

(i) ... "the Commission on the Status of Women shall constitute the multi-tiered intergovernmental governance structure for the normative support functions and shall provide normative policy guidance to the Entity;

(ii) ... "the Executive Board of the Entity shall constitute the multi-tiered intergovernmental governance structure for the operational activities and shall provide operational policy guidance to the Entity".[7]

(c) "The resources required to service the normative intergovernmental processes shall be funded from the regular budget (of the United Nations) and approved by the General Assembly; the resources required to service the operational

[5] From A/64/588, paragraph 5.
[6] RES/64/289, para. 53.
[7] RES/64/289, para. 57.

intergovernmental processes and the operational activities at all levels shall be funded from voluntary contributions and approved by the Executive Board".[8]

(d) UN-Women will be headed by an Under-Secretary-General, appointed by the Secretary-General, in consultation with Member States, for a term of four years, with the possibility of renewal for one term, in accordance with the relevant provisions of Article 101 of the Charter of the United Nations. This position is financed from the United Nations regular budget.

18. To approve proposals for the use of the funds required to enable UN-Women to become operational by 1 January 2011, the General Assembly requested the Executive Director of UN-Women to submit, to the Executive Board for its approval, revised proposals for the use of voluntary resources for the support budget for the biennium 2010-2011. UN-Women's normative support functions are funded from the regular United Nations budget. Proposals for the use of these latter resources are contained in the Report of the Secretary-General, "Revised proposal for the use of regular budget resources for the normative support functions of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)",[9] submitted to the General Assembly. Those proposals include the use of some extrabudgetary resources, i.e., the Trust Fund for the Implementation of the BPfA, which supports activities related to the intergovernmental process.

19. Under normal circumstances, the presentation of the support budget would follow the Executive Board's approval of the Strategic Plan 2011-2013. The request presented here is for the Executive Board to approve the budget in the context of the strategic framework included in this document. This framework builds on the approved strategies/frameworks of the four former entities and adds, as mandated in resolution 64/289, enhanced capacities at the country level, new functions and start-up requirements.

III. Strategic and financial context for the use of voluntary resources in 2011

A. Strategic framework

20. The strategic context for UN-Women is framed by resolution 64/289, which calls for a strong United Nations system response to urgent gender equality priorities. The budget aims to address the gaps and challenges identified by the Secretary-General in his Comprehensive Proposal and summarized in Table 1.

21. The budget will serve UN-Women's mandates established through intergovernmental processes. The coverage of UN-Women is global, reflecting the fact that gender inequalities regrettably still occur in every country. "Based on the principle of universality, the Entity shall provide, through its normative support functions and operational activities, guidance and technical support to all Member States across all levels of development and in all regions, at their request, on gender equality, the empowerment and rights of women, and gender mainstreaming".[10]

[8] RES/64/289, para. 75.

[9] A/65/531.

[10] Resolution 64/289, para. 51 (b).

Support provided by UN-Women to members of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) will be funded by the requesting DAC member country.

22. The mandates and functions of UN-Women as set out in the founding resolution consist of the consolidated mandates and functions of OSAGI, DAW, UNIFEM and INSTRAW, with the additional role of leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality. They are rooted in the BPfA, CEDAW, the Triennial Comprehensive Policy Review/Quadrennial Comprehensive Policy Review (TCPR/QCPR)[11] and other relevant intergovernmental decisions of the United Nations system. The strategic framework that guides this document builds on these intergovernmental decisions that chart a path towards strengthened United Nations system support to Member States to advance gender equality in line with national priorities.

23. Until UN-Women's first Strategic Plan 2011-2013 is approved by the Executive Board, operational activities will be guided by the plans for 2011 approved by relevant intergovernmental mechanisms prior to the establishment of UN-Women. These include:

- The Strategic Plan of the former UNIFEM, extended up to 2013;[12]
- Those aspects of the former OSAGI and DAW programme 7, subprogramme 2, on gender issues and advancement of women of the strategic framework of the Department of Economic and Social Affairs for the period 2010-2011 that are relevant to operational activities;[13]
- The activities approved for the former INSTRAW for 2010, which will continue, subject to availability of voluntary funding, until replaced by activities from the Strategic Plan 2011-2013 for UN-Women; and
- The additional role of leading, coordinating and promoting accountability for the United Nations system response to gender equality and women's empowerment in accordance with resolution 64/289.

24. Specifically, in 2011, UN-Women will contribute to enhancing capacity of countries to implement their gender equality commitments, engaging in efforts at national, regional and global levels to facilitate achievement of the following overarching results:

(a) Alignment between national, regional and global gender equality commitments and the national development strategies, constitutions/legal frameworks, laws, justice systems, fiscal policies and budgets that determine national priorities;

(b) Enhanced capacity of key "mainstream" institutions central to national planning, resource allocation and legislation — from Ministries of Finance and Labour to Electoral Commissions and regional intergovernmental organizations — to implement local, national and international commitments to gender equality;

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[11] General Assembly resolution 62/208 of 19 December 2007.

[12] The Strategic Plan 2008-2011 was approved by the Executive Board of UNDP/UNFPA decision 2007/35 and extended through 2013 by decision 2009/13.

[13] A/63/6/Rev.1.

(c) Requisite capacity of national machineries for the advancement of women (NWM), gender equality advocates and organizations of women who are subject to exclusion and/or discrimination to advocate for and strengthen accountability of the key national, regional and global institutions responsible for implementing national and international commitments to gender equality; and

(d) Relevant and effective models of community-level initiatives that can be up-scaled or replicated to eliminate gender inequalities and advance women's human rights, leadership, and personal and economic security.

Table 2
UN-Women will be driven by development results in 2011

Development results to which UN-Women will contribute			
Alignment between national, regional and global gender equality commitments and the national development strategies, constitutions and legal frameworks, justice systems, fiscal policies and budgets that determine national priorities	Enhanced capacity of "mainstream" institutions central to national planning, resource allocation, and legislation — from Ministries of Finance and Labour to Electoral Commissions and regional intergovernmental organizations — to implement national and international commitments to gender equality	Requisite capacity of NWM, gender equality advocates and organizations of women who are subject to exclusion and/or discrimination, to advocate for and hold accountable key national institutions for implementing national and international commitments to gender equality	Relevant and effective models of community-level initiatives that can be up-scaled or replicated to eliminate gender inequalities and advance women's human rights, leadership, personal and economic security
Examples of the kind of indicators that UN-Women will use in 2011 to monitor progress in contributing to the above development results			
Number of national development plans that incorporate national priorities for gender equality; number of laws reformed or strengthened to guarantee women equal rights to land and other assets	Number of Ministries of Finance that incorporate gender guidelines in their budget circulars; increased percentage of parliamentarians who are women	Extent to which indigenous women are able to incorporate their priorities in the national strategy on gender equality; number of NWMs that developed capacity to support efforts to strengthen the legal framework for ending violence against women	Number of countries and/or cities that effectively replicate the model of the Global Programme on Safe Cities Free of Violence against Women and Girls

25. Table 2 provides some examples of how UN-Women will be driven by these specific development results in 2011. The key management results (outputs) that will support UN-Women's contributions to the development results (outcomes) above are presented in Section III C. These results are classified using the 16 harmonized functions agreed by other United Nations funds and programmes, with the addition of two functions to reflect the unique roles of UN-Women: (a) its

support to intergovernmental policy and normative work; and (b) its contribution to enhancing coordination and accountability for gender equality across the United Nations system.

26. While the specific requests to UN-Women from national and United Nations partners will vary from country to country depending on the national context and the level of complexity, it is crucial that the organization has the capacity to offer a basic minimum package of services. Building on the prior experience of UNIFEM and gender equality specialists in other United Nations organizations, the Executive Director proposes that this basic minimum package includes support for key partners and associated development results as summarized in table 3. The package will clearly be adapted to specific requests from national partners and to the widely varying country contexts. Delivery of this package depends on adequate staffing in UN-Women's country offices.

Table 3
Components of the basic minimum package of support services to be offered by UN-Women to advance gender equality and the empowerment of women

Key partners to be supported	*To achieve holistic and integrated results to advance gender equality and women's empowerment in line with national priorities*
The NWM, including the bureau of women's affairs and networks of gender equality experts in government are UN-Women's key (though not exclusive) partners. UN-Women will support them to increase their capacity and pivotal role in policy advocacy, coordinate gender mainstreaming in government and monitor advances in gender equality to achieve concrete results such as →	• An up-to-date and costed National Plan of Action for Gender Equality • Collaborative partnerships with Ministries of Justice and Labour, parliaments and other decision makers to secure broad-based and sectoral gender equality laws and policies that are consistent with commitments to CEDAW, from laws to end violence against women to policies that strengthen protection and incomes for women in the informal sector • Sustainable capacity to engage in gender-responsive budgeting by Ministries of Finance and sectoral ministries so that budgets and budget/fiscal policies are aligned with gender equality commitments • Enhanced capacity to report on and implement CEDAW is mainstreamed throughout government
Women's groups and networks, including women's parliamentary caucuses, civil society and community-based organizations — including of those women who are most excluded — will be supported by UN-Women in order to achieve concrete results such as →	• Full involvement of and capacities for women's groups and networks to influence national policy processes, draw attention to crucial women's rights issues, participate in mediation and peace processes, and engage with UNCTs and integrated missions on all issues that affect the options and opportunities for women and girls • Women's enhanced participation as candidates and voters in preparation for local and national elections

Key partners to be supported	*To achieve holistic and integrated results to advance gender equality and women's empowerment in line with national priorities*
	• Availability of seed funds to enable women's organizations to enhance their policy advocacy and service provision roles at national and local level
	• Sustainable partnerships between government and civil society on crucial development, peace and security issues
UNCTs, Resident Coordinators, and the gender equality experts of United Nations organizations will benefit from the support of UN-Women in their key planning, programming, budgeting and evaluation efforts in order to achieve results such as →	• Alignment between United Nations Development Assistance Framework (UNDAF) and national priorities for gender equality
	• Post-Conflict Needs Assessments, Consolidated Appeals, and other planning processes in post-conflict and crisis situations that have improved analysis and results for gender equality and women's rights
	• Gender Thematic Groups that have expanded influence and bring coherence to the efforts of UNCTs to support countries to advance the gender dimensions of the MDGs, while lowering transaction costs for national partners by assuring that the UNCT speaks with one voice on gender equality
	• Multi-sectoral "One UN" programmes on gender equality that build on the comparative advantage of resident and non-resident United Nations organizations, leverage funds locally, and respond, in a holistic manner, to national priorities
	• Focused efforts of UNCTs to support national partners to engage men and boys in advancing gender equality and women's empowerment

B. Financial framework

Income trends and projections

27. For 2011, UN-Women expects to mobilize $479 million in voluntary contributions.[14] This is a 180 per cent increase over the resources received by the four former entities in 2009. Despite the economic and financial crisis that significantly strains the domestic resources of many donor countries, there are at least six major factors that create an enabling environment for UN-Women to vastly scale up the results of resource mobilization efforts.

(a) *Firstly, the business case for investing in gender equality is becoming increasingly watertight.* The vicious cycle that results from failing to invest in

[14] This figure deducts from $500 million: (a) the $6 million allocated from the United Nations regular budget to cover UN-Women's normative support activities and staffing; and (b) UN-Women's opening carry-over of resources from the four former entities (table 4).

gender equality is increasingly well understood by Member States, and the benefits of investment in women's empowerment are now also being shown in economic terms. For years, mainstream institutions like the World Bank and others have presented evidence that investing in girls' education has direct impacts on reducing malnutrition, improving the health of children, and other benefits. One additional year of education may increase a girl's future income by 10 to 20 per cent. Now that evidence base is extending to other areas as well.

(b) *Secondly, demand is growing from all sectors, from national governments to the United Nations system and to non-governmental organizations (NGOs).* There are partners ready and able to work, as soon as funds are available. Gaps in funding for crucial gender equality and women's empowerment policy and programmes have been documented repeatedly. Regional, thematic and sectoral analyses provide evidence of funding gaps for gender equality. At the same time, demand for support from the United Nations system is growing exponentially. The United Nations Trust Fund to End Violence against Women received requests amounting to nearly $900 million in 2009, up from $500 million in 2008, and the first call for proposals for the Fund for Gender Equality generated requests of $3 billion, with only $69 million to distribute. This is evidence of pressing needs for funding. In every country there are partners eager to respond to concrete national requests that are within UN-Women's core mandate.

(c) *Thirdly, the opportunity to access funds from donors locally, in programme countries, is also growing.* This development may result in greater financial support for national priorities for gender equality through the UNCT and UN-Women if capacity on the ground is strengthened. There is increasing willingness of donors to make funds available locally for coordinated and coherent United Nations programmes that respond to national priorities for gender equality. In countries where UN-Women (formerly UNIFEM) staff has had adequate technical capacity — such as in Kenya and Uganda and in some of the "Delivering as One" pilot initiative countries — they have been able to bring the UNCT together to design inter-agency programmes that generate collective support from donors in line with principles of aid effectiveness.

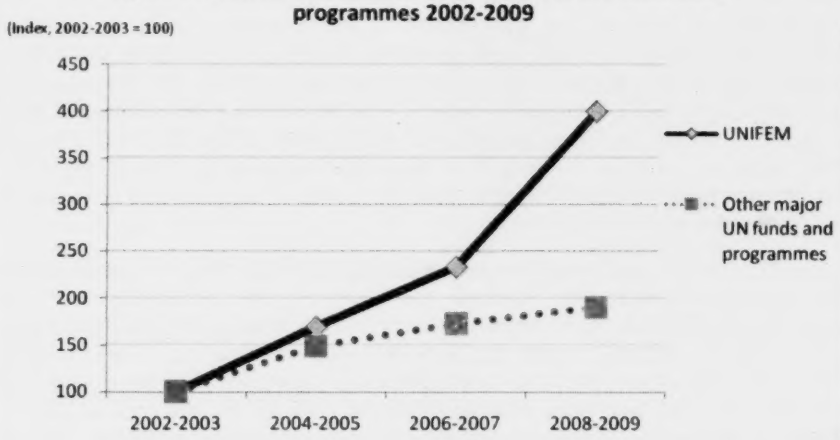
(d) *Fourth, funding trends are beginning to match the growing recognition that gender equality and women's empowerment are preconditions for the achievement of development, peace and security.* The announcement of a number of new funds for women's rights in 2008-2009 was encouraging. While voluntary contributions to other United Nations funds and programmes grew by around 90 per cent between 2002 and 2009, those to UNIFEM grew by 400 per cent, as shown in figure 1. Moreover, the actual growth in contributions to UNIFEM exceeded projections. For example, for 2008-2009, UNIFEM projected total contributions of $157 million but actual contributions exceeded this by over 60 per cent, reaching $256 million.[15] Additionally, the number of contributing governments increased as well, more than doubling from 49 in 2007 to 102 in 2009. During the 2010 Pledging Conference for United Nations Development Activities, held on 8 November 2010, Member States, including key OECD/DAC members, expressed strong political and financial support for UN-Women and the appointment of its Executive Director. Some countries pledged substantial increases in contributions over those made to the former United Nations gender equality entities.

[15] See DP/2010/7, p. 9, UNIFEM support budget 2010-2011.

(e) *Fifth, trends in private sector and foundation giving also demonstrate an optimistic trajectory for women's rights and gender equality.* Private giving to international causes remains considerable. Foundations have made women's rights and gender equality high priorities, generating significant amounts in new funds.

(f) *Finally, the power to use new information technologies to raise funds and the growing philanthropic capacity of women in many countries, create a conducive environment for non-traditional fundraising.* Data on women contributing to causes related to social justice is very encouraging. This is particularly compelling when considering that recent studies show that women in some of the richest countries now control more than half of the investment wealth (related to their relative longevity), and will oversee the majority of the intergenerational transfer of wealth over the next 50 years. UN-Women will launch new initiatives to mobilize funds from individuals, through grassroots and targeted strategies as well as using new technologies for fundraising via the Internet. In doing so, it can build on the incipient efforts that its constituent parts have undertaken, already forming strategic partnerships with private sector partners as well as using new technologies like Twitter and Facebook to attract electronic donations. This requires investment in capacity over the next three years, but has the potential to significantly complement Member States' contributions and generate long-term, sustainable funds and partners.

Figure 1. Growth in voluntary contributions to UN funds and programmes 2002-2009



Sources : official budget support documents of major UN funds and programmes

Projected use of resources for programmes and support budget

28. The strategic and financial frameworks above have guided the proposed use of resources in 2011. UN-Women's resources in 2011 are projected (table 4) to reach $568 million, comprising:

- Voluntary contributions, projected to reach $479 million;

- Resources carried over from the four former gender entities, estimated at $86 million; and
- Other income of $3 million.[16]

The carry-over balance is due in part to the multi-year funding nature of programmes.

Table 4
Summary resources plan for 2011
(In millions of USD)

	Total resources Original BSB 2010-2011								Total resources Revised 2011			
	Unearmarked resources	% of total	Earmarked Other resources	% of total	Total	% of total	Distribution 2010	Distribution 2011	Unearmarked resources	Earmarked Other resources	Total	% of total
Opening balance	27.7		67.8		95.5				17.9	67.8	85.7	
Income												
Contributions	132.7		168.0		300.7		150	150.7	225	254.0	479.0	
Other	2.5		0.0		2.5		1.25	1.25	3	0.0	3.0	
Total available	162.9		235.8		398.7		151.3	152.0	245.9	321.8	567.7	
Use of resources												
A. Development Activities												
A.1 Programmes	105	73.9	119.6	94.25	224.6	83.53	112.3	112.3	148.7	264	412.7	84.04
B. Management activities												
B1. Harmonized management functio	34.8	24.5	7.3	5.75	42.1	15.66	21.1	21	66.7	8.9	75.6	15.39
C General Assembly mandated costs												
C.1 Atlas IPSAS development	0.6	0.4	0.0	0.00	0.6	0.22	0.3	0.3	0.3	0	0.3	0.06
C.2 United Nations Mandated securit	1.6	1.1	0.0	0.00	1.6	0.60	0.8	0.8	2.5	0	2.5	0.51
Sub Total use of resources	142	100	126.9	100	268.9	100	134.5	134.4	218.2	272.9	491.1	100
Special costs for change management and moving									8.0		8.0	
Grand Total use of resources									226.2	272.9	499.1	
Closing balance	20.9		108.9		129.8				19.7	48.9	68.6	

29. Table 4 illustrates the distribution of total available resources in core and non-core voluntary contributions between programmes, the support budget and General Assembly-mandated measures. The paragraphs below comment on major aspects of the proposals.

30. ***Use of resources for programmes.*** 84.04 per cent or $412.7 million of total projected resources use of $491.1 million is dedicated to programmes.[17] The Executive Director commits to maintain or increase this share and to limit the share of the support budget to or below 16 per cent of total resources at any one time. The projected total resources use of $491.1 is based on total projected contributions of $479.0 million and the balance of resources of $85.7 million brought forward from the previous year and miscellaneous income of $3 million. This adds up to

[16] This excludes an additional $6 million of assessed contributions from the United Nations Regular Budget.

[17] The share of resources allocated to development would have been greater if the proposed uses of resources for General Assembly-mandated requirements for security, IPSAS and significant one-off costs arising from completion of the change management processes were to be excluded as explained in subsequent paragraphs.

$567.7 million. The earmarked carry-over balance is due in part to the multi-year funding nature of the programmes.

31. ***Use of resources for General Assembly-mandated measures and other special purposes.*** General Assembly resolutions required that all United Nations organizations make mandatory provision in their budgets for security (A/RES/59/276), after-service health insurance (ASHI) and compliance with international public sector accounting standards (A/RES/60/1). UN-Women participates in the United Nations system-wide security arrangements through the United Nations Development Programme (UNDP) and the United Nations Department of Safety and Security (UNDSS), and complies with Minimum Operating Security Standards (MOSS) requirements. UN-Women makes extra arrangements for female staff working in crisis and post-crisis situations, which expose them to additional risks and require additional costs. The mandatory allocations for 2011 amount to $2.5 million for security, $0.2 million for International Public Sector Accounting Standards (IPSAS) preparation and $0.1 million for Atlas improvement. In addition, it is proposed to hire a security specialist and an assistant to improve security capacity within UN-Women, follow up security situations in field offices, and facilitate interaction with the security units of UNDP and UNDSS. An outstanding contribution for ASHI was met by a one-off payment by UNIFEM in 2010.

32. In addition, a total provision of $8 million, representing $5 million for transition management and $3 million for office moving and related information technology (IT) costs, is made separately in the budget. These costs are not categorized under management cost because they represent costs to address General Assembly-mandated measures and/or are incurred to cover special purpose non-recurrent costs.

33. These mandatory allocations and one-off payments, not classified under management costs, total $10.8 million or 2.2 per cent of proposed use of resources in 2011 (table 4).

34. ***Use of resources for the support budget.*** The Executive Director proposes to limit the support budget in 2011 to 15.4 per cent of total projected resources or $75.6 million, despite the normally high start-up investment costs in any new organization. This proposed allocation assumes that UN-Women's total contributions will reach $479 million in 2011. To ensure that the proportion of resources allocated to programmes is maintained at or above 84 per cent of total resources, the allocation for the support budget will be linked to the inflow of resources.

35. If the method used by the UNDP support budget to differentiate "development, management, United Nations development coordination and special purpose activities" is used, then the ratio of management to total use of resources becomes only 10 per cent in 2011, as shown in annex 1, table 2.

36. Taking into account projected inflows of voluntary contributions, the three phases are proposed as follows:

- **Phase 1** will be funded from resource inflows up to $300 million. It includes installing the new senior management team and adding required capacity to 10 field offices with the largest and/or most complex programmes. From resource projections and the scheduling of the change management process, it is

envisaged that this phase will be completed by mid-2011. The two ASGs will be in place by February 2011 and the D-2 members of the senior management team by April 2011.

- **Phase 2** will commence as soon as inflows of voluntary resources exceed $300 million. It will overlap with completion of Phase 1. Respecting the 16 per cent ceiling on the Support Budget, a further round of 20 field offices will be strengthened, with some additional capacity for support from Headquarters if resources are sufficient. Completion of this phase depends on voluntary contributions reaching $400 million in 2011. The presentation and discussion of UN-Women's Strategic Plan in mid-2011 will provide an opportunity for the Executive Board to review progress and provide guidance as needed.

- **Phase 3** depends on successful mobilization of the full $500 million calculated by the Secretary-General as the initial annual requirement of UN-Women. When this level of resources is available and building on the Executive Board's discussion of the new Strategic Plan, a third round of at least 10 field offices would be strengthened, with a final round of strengthening support capacity at Headquarters. Thus by the end of 2011 and subject to resources reaching $500 million, 40 field offices, including 8 regional/subregional offices and 32 country offices, would have been strengthened.

37. The phased installation of UN-Women's capacity will begin immediately following approval of this budget, with: (a) the establishment of a senior management team at Headquarters; and (b) essential capacity strengthening in up to 10 field offices, giving priority to those with the largest programme resources and/or with operational complexity. Growth in the policy advisory, programme support, and administrative capacity in Headquarters will be built up gradually to provide needed support for in-country operations and to achieve policy coherence with other United Nations organizations. Similarly, capacity will gradually be built in both at the field level and at Headquarters in communications, partnerships and resource mobilization, particularly from non-traditional sources.

38. ***Use of resources from extrabudgetary (income from support cost) resources.*** Income accruing from the cost recovery for services provided to programmes funded by non-core resources adds to the contribution of such programmes to the support budget, adhering to the principle that non-core voluntary contributions bear their proportionate share of total support costs. Extrabudgetary funding for the support budget is estimated to reach $8.9 million or 11.8 per cent of the total support budget for 2011. The actual level of the extrabudgetary funding for the support budget will reflect income from cost recovery on programme delivery, which in turn depends on the level of such contributions and the rate of project delivery. It should be noted that half of the support income is shared with the participating field offices involved in programme implementation in order to cover their indirect costs in providing operational support to non-core projects. Based on the experience of other funds and programmes, as the volume of programmes funded from non-core contributions grows, the share of extrabudgetary funds in covering costs of the support budget will also grow.

IV. Proposals for the use of voluntary resources in 2011

A. Overview

Summary of proposals

39. A total support budget of $75.6 million is proposed for 2011, assuming that voluntary contributions reach the target of $479 million. This budget level is 2.5 times more than the approved 2010 budgets of the four former entities.

40. The main areas of volume increases are summarized in table 5. By far the largest component ($27.2 million or more than half of the total increase) is to support UN-Women's country and regional presence. Other volume increases by organizational Divisions are described below.

Increases/decreases due to costs

41. An amount of $2.1 million, representing an average 10.4 per cent increase over already approved support budgets, is set aside to cover cost increases. This represents 5.4 per cent on post costs, 2.4 per cent on non-post costs for cost increases and 7 per cent on post costs as a provision for ASHI. These are statutory and non-discretionary cost increases representing: (a) the impact of inflation and currency adjustments; (b) cost adjustment related to posts, including salary scale revisions, with in-grade salary increments, post adjustments and other entitlements determined by the International Civil Service Commission; and (c) provision for ASHI for existing staff members.

Increases/decreases due to volume

42. The proposed support budget will fund a total of 352 posts, including 91 Headquarters posts and six field posts that were previously funded from the biennium support budgets of UNIFEM and INSTRAW. To provide UN-Women with sustainable capacity greater than that of the former entities, the support budget also proposes funding 176 field posts and 79 Headquarters posts, for a total of 255. Nearly two thirds (160) of these 255 posts are migrated from previously funded programme/project posts to the support budget (table 6). If the proposed support budget is fully utilized, 51.7 per cent (182) of the posts it funds will be in the field and 48.3 per cent will be at Headquarters (table 7).

43. The proposed migration of posts to the support budget reflects the need to establish sustainable core capacity within UN-Women to offer the minimum package of services described on page 15. Such expertise was previously contracted for periods necessarily limited to the duration or particular projects or programmes. Migrating these posts from the programme to the support budget enables longer-term contracting of the expertise concerned. Conversion of the contracts of the staff concerned provides for longer-term growth in expertise and performance motivation and directly enhances UN-Women's core capacity to deliver development results.

Table 5
Summary of main areas of increase/decrease in volume
(Thousands of dollars)

I.	**2011 Distribution of Net Approved Appropriations**		20 692
II.	**Increases/decreases due to costs:**		
	Inflation, currency, statutory staff costs		2 157
III.	**Increases due to volume — capacity strengthening:**		
	Executive and strategic leadership	164	
	Evaluation	360	
	Intergovernmental and partnership pillar	314	
	Intergovernmental	230	
	United Nations system coordination	230	
	Strategic partnerships, advocacy and communication	725	
	Policy and programme pillar	588	
	Policy, technical advice, research and training	2 861	
	Programme support and management	1 212	
	Regional and country offices	27 568	
	Management and administration pillar	293	
	Human Resources	1 381	
	Finance and administration	2 809	
	Information systems and communication	890	
	Ethics, Audit and Oversight	503	
	Other strengthening and operating costs	5 450	
	Rent	3 558	
IV.	**Reimbursement to UNDP — increase**	3 564	
V.	**Total volume increases**	52 701	52 701
VI.	**Total cost and volume increases (II + V)**		54 859
VII.	**Total budget estimates (I + VI)**		**75 550**
VIII.	**Net changes in estimated income to the support budget**		8 900
VIII.	**2010-2011 net appropriation estimates (VII-VIII)**		**66 650**
	Special purpose		
	United Nations-mandated measures — security requirements	2 451	
	United Nations-mandated measures — adoption of IPSAS	300	
	One-time cost: Transition management	5 000	
	One-time cost: IT and HQ move to new office premises	3 000	
	Total	**10 751**	

Table 6
Support budget: existing posts, proposed post migrations and new posts

	Field based	*Headquarters*	*Total*
Total support budget proposed posts	182	170	352
Less existing posts	-6	-91	-97
Less migrated posts	-124	-36	-160
Proposed new posts	52	43	95

44. The remaining balance of 95 posts proposed under the support budget will be newly established. These new posts are needed to carry out the new functions given to UN-Women over and above the functions of the former entities and to scale up in-country operations (table 6). Three new posts will be funded from the regular United Nations budget.

Table 7
Support budget posts: Increases/decreases from voluntary contributions

	2010 approved posts						*Increases/decreases*						*2011 proposed posts*						
	USG/ ASG	*D-2*	*D-1*	*Other IP*	*All other*	***Total***	*USG/ ASG*	*D-2*	*D-1*	*Other IP*	*All other*	***Total***	*USG/ ASG*	*D-2*	*D-1*	*Other IP*	*All other*	***Total***	***% of total***
Field	—	—	3	3	—	6	—	—	15	87	74	176	—	—	18	90	74	182	51.7
Headquarters	—	2	3	45	41	91	1	7	4	47	20	79	1	9	7	92	61	170	48.3
Total	**—**	**2**	**6**	**48**	**41**	**97**	**1**	**7**	**19**	**134**	**94**	**255**	**1**	**9**	**25**	**182**	**135**	**352**	**100.0**

45. Building on the existing infrastructure and capacities of the former entities, the proposed investments under the support budget will be used to achieve the broad management results indicated by each of the following subsections.

An effective leadership structure put in place

46. The Executive Director of UN-Women leads the integration and consolidation of the four former entities and will provide vision, strategies and priorities that lead UN-Women towards development results and ensure accountability to governance bodies. For this, she leads the senior management team and corporate advocacy as a global voice for women. She will lead in ensuring stronger coordination in and accountability of the United Nations system for results in gender equality and the empowerment of women.

47. The proposed leadership structure that needs to be put urgently in place includes an additional ASG post to head the Programme and Policy pillar. This post is in addition to the existing ASG post, funded from the United Nations regular budget that heads the Inter-Governmental Support and Strategic Partnerships pillar. In addition, it is proposed to have 11 D-2s in total. Of these, two are funded from the United Nations regular budget (one D-2 inherited from DAW and a new D-2 in the Office of the Executive Director/USG) and two existing D-2s, inherited from the approved budgets of INSTRAW and UNIFEM are carried over into this support budget, to head the Policy and Programme Support Divisions respectively. The

Executive Director proposes that this support budget provide for the establishment of: (a) two new D-2 posts, to head the Division of Management and Administration and the Division of Strategic Partnerships, Advocacy, Communications and Civil Society; and (b) five new D-2 posts for Regional Director posts (Africa, Asia-Pacific, Arab States, Latin America and the Caribbean, and Central and Eastern Europe and the Commonwealth of Independent States). Detailed proposals are presented below in paragraphs 54, 55, 58, 59 and 62 justifying the need for these posts.

Human resource capacities installed by the migration of posts currently funded from programme resources and establishment of new posts

48. UNIFEM had only 86 posts funded from its biennial support budget in 2010 and INSTRAW had 11 such posts. The durations of programme-funded posts had necessarily to be limited to the relatively short durations of the programmes concerned. Selectively and strategically migrating these posts from programme funding to support budget funding provides a more solid institutional and predictable base for UN-Women, enabling it to:

- Provide a critical mass of specialist gender expertise in each country office;
- Improve corporate capacity to attract, motivate and retain highly qualified staff;
- Improve performance, through human resource management and learning; and
- Provide for greater continuity, institutional memory and more systematized accumulation, dissemination and use of knowledge, lessons from experience, best practices, and directly contributes to the mandated function of UN-Women to become a global centre of excellence and expertise.

49. While many of these posts were created at the time of formulating new pilot programmes, these programmes — such as the crucial work on gender-responsive budgeting or on technical advice on CEDAW — are now integral to the core mandate of UN-Women. The following subsections break down the posts proposed for migration by Division and location.

50. ***Migration of Subregional Office posts currently funded from programme resources.*** UN-Women inherited 15 Subregional Offices. Each has a "base structure" (minimum core capacity) of five posts: Regional Programme Director (D-1 or P-5), National Programme Officer (P-4 or National Officer-Level C or D (NOC/NOD)), (Finance Associate (G-6), Administrative Assistant (G-6) and Driver (G-3). Offices with larger and/or more complex programmes also have a Deputy Regional Programme Director (P-4 or P-5), and an Operations Manager (NOC or NOD). In most cases, these posts are already funded from programmes.

51. Building on this structure, it is proposed to fund from the support budget 12 new D-1 posts, costing $2.9 million, and to migrate to the support budget at a cost of $6.1 million, 12 P-4/5, 15 NOC/D and 15 G-6 posts, all of which were previously programme-funded. For cost-effectiveness, most proposed field posts will be nationally occupied. The 15 Subregional Offices provide key technical support and advice to Member States on gender equality and women's empowerment at country and regional levels. It is important that the head of the office and the deputy have the appropriate technical and managerial competencies,

requisite experience and seniority (D-1 and P-5) to ensure authority and delivery of high quality leadership for results from the offices and UNCTs concerned.

52. ***Migration of programme-funded field posts other than subregional offices.*** UN-Women inherited local presence in 80 countries with projects covering areas such as gender issues in governance, women's rights, economic security, and women's livelihoods. This presence varies in size, scale and complexity. The "base structure" of country offices typically comprises, at present, one P-5 manager and one G-5/6 administrative/finance assistant, both funded from programme resources. It is proposed to migrate such posts to the support budget. $15.6 million would be invested to fund 58 P-5 posts and 58 G-6 posts. To accommodate the significant size and complexity of country offices in conflict and post-conflict contexts, it is proposed to establish four additional posts at the D-1 or P-5 levels as well as an equal number of national NOC/D and G-6 posts, at an estimated total cost of $0.9 million.

53. ***Strategically position UN-Women in two additional United Nations regional centres.*** UN-Women inherited a Regional Programme Director (D-1) in each of three United Nations regional centres in Bangkok, Dakar and Johannesburg. The Executive Director proposes to establish two D-1 and two P-5 posts to ensure UN-Women's active participation in the United Nations regional teams centred in Cairo and Panama City, at an estimated cost of $0.5 million. With this investment, UN-Women will have the critical institutional presence to work with and support UNCTs, lead the integration of gender perspectives in UNDAFs, participate actively in Regional Director Team processes and ensure continuity in the provision of technical assistance to Member States.

54. ***Oversight and support of regional and country offices.*** Reporting to the ASG for Policy and Programme, the Regional Directors supported by the Regional Divisions, are responsible for leadership and oversight of both regional and country offices of UN-Women. Regional Directors are accountable for the quality, relevance and effectiveness of programme initiatives, partnerships, advocacy and communications throughout the region; advising senior management on regional policy matters; and developing strong results-based partnerships with regional and intergovernmental bodies for women's empowerment and gender equality. Given the universal mandate of UN-Women, OECD/DAC members may approach respective Regional Divisions to request technical support. The cost of such support will be covered by the requesting government. The Executive Director proposes to establish, in phases as described above, five D-2 posts for Directors of the five regional divisions, as well as one P-5 and one P-3 (see organizational chart, p. 4), at a total cost of $1.9 million from the support budget.

55. ***The Inter-governmental Support, United Nations System Coordination, Strategic Partnerships Bureau*** is responsible for providing substantive support to the General Assembly, the ECOSOC, the Commission on the Status of Women (CSW), and other relevant intergovernmental bodies; leading and supporting the new and expanded function of United Nations system-wide coordination and accountability for gender mainstreaming and gender representation; and leading external relations, outreach, and strategic partnerships for advocacy and resource mobilization. Led by an ASG, funded from the United Nations regular budget and resourced through posts funded from both regular and voluntary contributions and transferred from the former entities, $0.3 million is allocated to provide one P-5 and

one G-7 post for additional capacity. The Bureau has three Divisions: Inter-Governmental, United Nations System Coordination and Strategic Partnerships.

56. To implement the important new and expanded role relating to the United Nations system as a whole, a new United Nations System Coordination Division is required. As most of the redeployed posts are funded from the regular United Nations budget, only one P-5 post ($0.2 million) will be funded from the support budget.

57. ***Strengthened substantive support to intergovernmental bodies.*** In line with resolution 64/289, paragraphs 57 and 67 (c) and (d), the Inter-governmental Division will provide substantive support to intergovernmental bodies, organize and support the sessions of the CSW and the Executive Board of UN-Women and assist the Executive Director in her annual reporting on the normative aspects of UN-Women's work and implementation of the policy guidance provided by the CSW as well as on UN-Women's operational activities. Support to normative intergovernmental processes will be funded from the United Nations regular budget (see A/65/531). However, to carry out its other functions, and in particular, to service the operational intergovernmental processes, the capacity of the Inter-Governmental Support Division will need to be strengthened by one P-5 post, at a total cost of $0.2 million from the support budget.

58. ***Strengthened strategic partnerships, advocacy and communications for gender equality and women's empowerment.*** To design and implement a partnership strategy, capacity in partnerships and resource mobilization will be enhanced at Headquarters, regional and country levels. In addition, recognizing the vital role civil society and women's organizations play "in promoting women's rights, gender equality and the empowerment of women",[18] the General Assembly requested the Executive Director "to continue the existing practice of effective consultation with civil society organizations, and encourages their meaningful contribution to the work of the entity".[19] To strengthen this area of work, it is proposed to invest $0.7 million for one D-2, one D-1 and one P-3 post.

59. ***Policy and Programme Bureau.*** To ensure high quality support to Member States, it is proposed to establish a Policy and Programme Bureau, led by an ASG and supported by three divisions concerned respectively with policy, programme support and oversight by region (organizational chart, p. 4). The Bureau will have six major areas of work, including: (a) analysis, research and knowledge management to underpin the advice provided to Member States and the United Nations system; (b) training and capacity development to partners; (c) guidance to country-level programme work and to the coordination function; (d) managing global trust funds and programmes; (e) providing technical expertise to Member States on request; and (f) oversight of regional and country offices. The complexity and level of responsibilities requires a leader with well recognized knowledge on gender equality and women's rights issues combined with outstanding managerial and diplomatic skills. The Executive Director proposes a Support Budget of $0.6 million to establish an ASG post to lead the Bureau with the assistance of a P-5 post.

[18] Resolution 64/289, paragraph 54.

[19] Resolution 64/289, paragraph 55.

60. ***Policy and substantive technical advice provided to intergovernmental process as well as national and regional partners.*** To ensure high quality technical and thematic advice to Member States and to support its advocacy and programmes, UN-Women will undertake research, policy and data analysis on all thematic issues falling within the BPfA and resulting from subsequent intergovernmental mandates, as well as on new and emerging issues, and for providing policy options and recommendations to intergovernmental bodies, as well as to UN-Women staff at national and regional levels, and the United Nations system, for accelerating achievement of gender equality and women's empowerment, and for strengthening gender mainstreaming in line with their national plans and priorities. It is proposed to strengthen the Policy Division by allocating $2.9 million for two D-1, four P-5, six P-4, one P-3 and one G-4 posts.

61. ***Strengthened support from Headquarters for programming guidance, oversight and coordination.*** Support to the formulation and implementation of strategies and programmes as well as their appraisal, review and monitoring and tracking of results of both UN-Women as well as of UNCTs is spearheaded by the Programme Support Division. Based on a preliminary functional analysis, it is proposed to provide $1.2 million from the support budget to finance one additional P-5 and five P-4 posts.

Optimal stewardship of human, financial and material resources

62. Provision of high quality organizational support services and policy guidelines, setting operational management targets, overseeing compliance with the accountability framework and the management of human and financial resources are all necessary support for the achievement of development results. To secure high quality, strategic and professional leadership in these operational areas, the Executive Director proposes that the Management and Administration Division be led by a Director at D-2 level. This seniority level is commensurate with the level of responsibilities. Total costs are estimated at $0.3 million under the support budget.

63. ***Managing human resources for results.*** The Secretary-General's delegation of authority to the Executive Director requires a high level of competency in human resources management, most especially in the Human Resources Division. The Executive Director proposes to allocate $1.4 million for one D-1, two P-5, one P-4, one P-2, one G-7 and three G-6 posts.

64. ***Strengthening finance and administration for optimal resources use***. The resource base of UN-Women is expected to be far greater compared to the total resources of the former entities. To deliver on its legislative requirements and keep pace with the expected growth in programme resources, including multi-donor trust funds and other complex funding arrangements, it is critical to strengthen financial management and accountability to optimize use of available and expected resources; ensure robust results-based budgeting, and tracking and reporting on resource use. This requires investment of $2.8 million for additional critical capacity in the Division for Finance and Administration. It is proposed to establish four P-5, two P-4, four P-3, one P-2, three G-7, five G-6, and one G-4 posts.

65. ***Audit and oversight for better accountability framework***. Regular audit and oversight provide reasonable assurance to the Executive Director and governing bodies on compliance with internal controls, accounting and risk management policies and proper and efficient achievement of management results. It is proposed

to allocate $0.5 million from the support budget for one P-5, one P-4 and one G-6 posts to establish internal audit capacity in a dedicated unit. Until the unit is fully operational, and drawing on prior UNIFEM experience, the Executive Director proposes to request the UNDP Office for Audit and Investigation to support this function on a cost-recovery basis. It is therefore expected that UN-Women's field offices will continue in 2011 to be included in any in-country audits of UNDP field offices. See below for reimbursement of audit costs to UNDP.

66. ***Enhanced information and communication technology for efficient business processes and networking***. A strong and up-to-date IT function will be developed and maintained for cost-effective online financial and human resources management, for web and online communications within UN-Women, networking with stakeholders, for ensuring that business functions and processes reflect best use of IT and for serving the needs of the organization worldwide. An allocation of $0.9 million under the support budget is proposed for one P-5 (to lead the unit), one P-4, one P-3, one G-7, one G-6, and two G-5 posts.

67. ***Reimbursement to UNDP for support services***. A major budget provision, $3.6 million, is proposed for reimbursements to UNDP. This will cover reimbursement for support services, including treasury, payroll, internal audit, shared IT, and travel services. Building on experience of past support service arrangements between UNIFEM and UNDP, UN-Women will in 2011 use the support services of UNDP. Alternative arrangements could be considered in the next biennium. This will enable UN-Women to maximize its resources use by accessing the extensive operational capacity of UNDP country offices and UNDP Headquarters support services.

68. ***Rent of office facilities for country presence and Headquarters location***. UN-Women inherited a local presence in almost 80 countries. This involves rent of office facilities in both programme countries and Headquarters, for which an allocation of $3.6 million is proposed. The one-off cost of moving Headquarters is categorized separately, as described below.

69. ***Other strengthening and operating costs***. UN-Women needs to have the ability to hire short-term specialists and experts in areas not covered by its staff. It is proposed to allocate $5.5 million for such costs, comprising $0.7 million for other staff costs, $1 million for consultancies, $1 million for travel and $2.8 million for operating costs, including furniture, office supplies, and utilities.

70. ***One-time costs for transition management and moving Headquarters premises***. The General Assembly requested the Secretary-General to "address all staffing issues in accordance with the United Nations Staff Regulations and Rules".[20] In 2011, the transition management process will make every effort to place all the staff of the former entities. However a few staff might be displaced. Experience in the transition management processes followed by other United Nations organizations suggests that it is prudent to provide for possible separations and an allocation of $5.0 million is proposed for this purpose. In addition, New York-based staff of the former gender equality entities was located in different office buildings. Co-location in one building will facilitate integration and for this $3.0 million is proposed.

[20] Resolution 64/289, paragraph 72.

B. Gains in cost-effectiveness from establishment of UN-Women

71. The ongoing functional analysis confirmed the findings of the Secretary-General's Comprehensive Proposal (A/64/588), that while the four former entities had been working on similar issues their focus was different. Coverage of their mandates is still required by Member States as evident in UN Women's founding resolution. However, the union of the former entities will generate both gains in effectiveness and some cost savings from economies of scale, for example, from consolidating the front offices of the four former entities into one, reduced rent with all four entities coming together at headquarters, the management of united websites and databases. Such cost savings will only be known once the transition management process has been completed. UN-Women will report on this as part of the 2012-2013 support budget submission.

C. Proposed support budget activities and resources by function

72. This section presents the proposed use of resources in 2011 in a results-based format, using the methods for classifying resources and costs described in annex 1. Briefly, management costs are divided into the 16 "harmonized" functions used by UNDP, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF). To reflect UN-Women's nature as a composite entity functioning both as a secretariat and carrying out operational activities, two additional functions have been added. These relate respectively to normative intergovernmental policy processes (function 17) and United Nations system-wide coordination and accountability in gender equality (function 18). UNDP, UNFPA and UNICEF also agreed, and use in their respective budget submissions, a common result for all three organizations under each function. As these common results are also applicable to UN-Women, they are included in the results framework for each function and denoted by bold font. Each function is defined as it relates to UN-Women.

Table 8
Proposed budget allocations by function and estimated income

	2011 estimates ($ 000)	*%*
A. Annual Support Budget		
1. Executive direction and leadership	2 407	3
2. Representation and advancement of the core mandate	3 548	5
3. Corporate policy and strategy development, planning and guidance	4 635	6
4. Programme guidance, management and oversight	12 234	16
5. Procurement and supply management	1 825	2
6. Emergency management	1 613	2
7. External relations and partnerships	1 647	2
8. Internal and external communication, media and public relations	3 873	5

	2011 estimates ($ 000)	%
9. Resource mobilization and fundraising	7 142	9
10. Financial management	5 151	7
11. Information and communications technology management	3 716	5
12. General administrative management	2 049	3
13. Human resources management	3 396	4
14. Internal audit and investigations	1 889	3
15. Corporate evaluation	2 930	4
16. Staff security	294	0.4
17. Support to normative intergovernmental policy and normative processes	—*	0
18. United Nations system coordination and accountability in gender equality	17 201	23
Total gross resources	**75 550**	**100**
B. Estimated income to the support budget[21]	**(8 900)**	
Total net resources	**66 650**	

* Supported from regular budget (assessed contribution) of the United Nations.

73. Table 8 summarizes the proposed budget allocation by function. The largest share of the support budget, $17.2 million or 23 per cent, is invested in coordinating and promoting the accountability of the United Nations system in advancing gender equality (function 18). This reflects the critical leadership role that UN-Women is expected play in this area and the importance of addressing this major gap in the previous gender architecture. The next largest share relates to programme guidance and oversight, $12.2 million or 16 per cent (function 4), reflecting the relative priority given to this function in the founding resolution.

Function 1. Executive direction and leadership

74. *Definition and description.* This function defines strategic direction for UN-Women, based on its mandate and long-term vision, provides effective, transparent and accountable leadership to the organization as a whole, and enables managers to lead their staff to achieve agreed unit-specific results, while holding each other accountable for those results within the overall executive direction of UN-Women.

75. *Issues and narrative.* It is in this functional area that UN-Women will have the opportunity to address the gap of leadership and authority that has impeded progress on gender equality, including in United Nations system-wide policy and decision-making bodies such as the CEB and the High-Level Committee on Programmes (HLCP), as well as at regional and country levels, including in Regional Directors' Teams and with Heads of Agency at the country level.

[21] This comprises HQ's share (50 per cent) of the income generated from recovery of management costs, as charged to non-core resources. The other 50 per cent of the cost recovery goes to the field offices concerned.

76. The appointment of the first USG for gender equality and the empowerment of women in the United Nations system is a crucial milestone in strengthening the United Nations gender equality architecture. The USG now needs a competent senior management team, as described in paragraph 47, to ensure that UN-Women can deliver on expectations.

77. Once the highest level leadership is in place, the next priority is to put in place competent staff to lead critical country programme offices. For 2011, this will entail ensuring that competent senior-level leadership at either D-1 or P-5 is in place in 32 country offices and eight Subregional Offices. In approximately 12 countries, leadership will be from new D-1 posts. In approximately 28 countries, leadership at the P-5 level already exists, but is being funded, currently from programme funds. These posts will be migrated to funding from the support budget.

78. *Accountability and funding levels.* The Executive Director's office is accountable for recruiting the two ASGs, as well as two D-2 posts for the Management and Administration Division and the Chief of Staff. The ASGs are accountable for recruiting competent staff for the remaining D-2 posts. The D-2 Regional Directors, with support from the Management and Administration Division, will be responsible for ensuring competent staff is recruited to occupy the 40 leadership posts at country level. The USG post of the Executive Director and some of the posts of her immediate office are funded from the United Nations regular budget. The proposed use of voluntary funding for this function, at $2.4 million, reflects the apportioned costs of inputs from UN-Women's other senior managers.

Expected key results in function 1

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Effective corporate leadership and direction based on the mission and mandate of UN-Women	-UN-Women's senior management team consisting of USG, two ASGs, six D-2s, and their associated offices are in place -First Strategic Vision for UN-Women endorsed by the Executive Board	-USG/Executive Director in place -Strategic plans/frameworks of former entities	-Full senior management team in place by April 2011 -Strategic Plan 2011-2013 approved by the Executive Board
UN-Women's capacity and structure enable it to respond effectively to a backlog of requests and growing demands for gender equality support at country, regional and global levels	Number of countries that have senior level staff in place to carry out UN-Women's mandate	Senior leadership in six countries, including three regional hubs funded from support budget	Senior leadership in place in 32 countries and six regional hubs

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
UN-Women has an unambiguous role as a key driver of gender equality in the mechanisms and context of United Nations reform	UN-Women Executive Director places gender-related issues on the agenda of CEB, Secretary-General's Policy Committee, and other high-level forums	One gender-specific issue on CEB agenda in 2010	Three gender- specific issues on high-level agendas

Function 2. Representation and advancement of the core mandate

79. *Definition and description.* This function covers field and headquarters activities related to representing UN-Women in order to advance its core mandate, major programme goals and leadership for women's rights at all levels.

80. *Issues and narrative.* With the appointment of a USG in the leadership, UN-Women will be represented in key United Nations decision-making venues and help advance the agenda for gender equality and women's empowerment at the highest levels. A key test of UN-Women's effectiveness is its ability to work with United Nations leaders in these venues at global, regional and country levels to support and monitor their efforts to achieve current gender equality commitments, as well as to set additional indicators and targets for enhancing the United Nations performance, support and investment in gender equality at all levels.

81. At global and regional levels, during 2011, UN-Women will prioritize work with a number of inter-agency policy mechanisms to identify the baseline and progress on existing commitments and to determine expectations from UN-Women. This will help UN-Women to better assist these mechanisms to deliver on existing commitments and/or to set more ambitious targets. UN-Women will also provide coordination, technical guidance, monitoring and advocacy as necessary to assist in reaching these targets. These will include the CEB, the United Nations Development Group (UNDG), Inter-Agency Network on Women and Gender Equality (IANGWE), networks of focal points, Executive Committee for Peace and Security (ECPS), Executive Committee on Humanitarian Affairs (ECHA) and the Joint United Nations Programme on HIV/AIDS (UNAIDS) at the global level, and the Regional Directors' Teams and Regional Coordination Mechanisms.

82. At country level, UN-Women will offer a minimum standard package of support services to UNCTs (e.g., support to the UNCT and Resident Coordinators to incorporate gender equality in the planning and evaluation phases of UNDAFs, effective leadership of United Nations or extended Gender Thematic Groups, and managing — where requested — inter-agency processes to develop a "Delivering as One" programme on gender equality in support of national priorities) in at least 40 countries by the end of 2011. While there is some capacity in 20 countries, UN-Women proposes to both upgrade this and install capacity in an additional 20 countries so that all 40 offices will be able to offer this standard package.

83. *Accountability and funding levels.* Responsibility for this function lies with UN-Women's Representatives/Country Directors at the country level, the Directors of the Regional Divisions at the regional level and the Executive Director, supported

by the two ASGs and relevant senior policy (thematic) advisers at the global level. Estimated funding for this function is $3.5 million.

Expected key results in function 2

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Effective and enhanced contribution to national, regional and global development plans and priorities in the areas of gender equality, women's rights and empowerment	Extent to which UN-Women enhances action on gender equality in key United Nations decision-making venues at global level, including the CEB, UNDG, and other high-level policy setting bodies	Existing gender equality commitments of CEB and UNDG and its sub-groups/networks	Concrete priorities and benchmarks for UN-Women's support established by CEB, HLCP, High-level Committee on Management (HLCM), UNDG, UNDG Advisory Group, ECPS, ECHA
	Number of regional decision-making venues, such as the UNDG and the Regional Coordination Mechanisms where UN-Women is effective at enhancing action on gender equality	Existing gender equality priorities of Regional Directors' Teams and Regional Coordination Mechanisms	Concrete priorities and benchmarks established for UN-Women's support to regional mechanisms
	Number of UNCTs where UN-Women is able to offer a standard package of services to support Member States and UNCTs	Partial capacity in 20 UNCTs	At least 40 UN-Women field offices have the capacity to offer full support package

Function 3. Corporate policy and strategy development, planning and guidance

84. *Definition and description.* In 2011, the primary focus of this area will be on finalizing UN-Women's first Strategic Plan 2011-2013, ensuring that staff and partners are fully consulted and committed to its implementation. Another high priority will be to build the capacity of staff — particularly in UN-Women country offices — to implement, monitor and report on results identified in the Plan, and devising partnerships to enable UN-Women to develop the knowledge networks and products that will contribute to the Strategic Plan's results. Given the importance of an effective country presence, a priority is placed on assuring that a critical mass of country offices can fulfil the requirements of UN-Women's Internal Control Framework so that they can have full delegated authority to manage their technical support and programme priorities, which in turn enables high and effective delivery to national partners and the UNCT.

85. *Issues and narrative.* The Executive Director, supported by her office and other Divisions, will lead the preparation of the new Strategic Plan to show the results expected from UN-Women through 2013 and consistent with its mandate in resolution 64/289. This is important in bringing the former entities together into a

coherent team working towards common results and in clarifying what partners can expect from UN-Women.

86. For UN-Women to engage effectively in results-based management at all levels — and for staff to be accountable for delivering on the results and commitments within the Strategic Plan — two changes will be crucial. Firstly, given the focus on supporting country-level results, a high priority will be to strengthen UN-Women's country presence by ensuring full delegation of authority so that UN-Women staff on the ground has the technical and operational capacity to carry out the provisions of the Strategic Plan. This will require that at least 40 of UN-Women's offices are fully trained in results-based management and that they have fulfilled the requirements of the Internal Control Framework, which enables them to take full responsibility for results-based programming and budgeting. The second change that will be required is to revise the electronic results tracking system that was developed to track progress on the previous UNIFEM Strategic Plan and which will allow UN-Women staff to report using a common framework and thus have enhanced access to reports and analysis of progress.

87. With the joining together of the normative support, operational, research and training mandates of the four constituent entities, staff will require updated guidance on linking these functions to enable more holistic support to advance gender equality and women's empowerment. This guidance must align with and emanate from the Strategic Plan and benefit from the feedback of internal and external stakeholders. Finally, the knowledge management systems and knowledge products that UN-Women produces during 2011 should demonstrate benefits of the joined up functions of normative support, operational, research and training, providing an evidence base that supports both normative processes as well as field programmes that systematically incorporate the normative guidance of intergovernmental bodies and thus ensure effective support for the efforts of Member States towards the achievement of gender equality and the empowerment of women. Systems will need to be established for regularly tracking the extent to which the knowledge produced by UN-Women and the normative guidance provided by intergovernmental bodies fully benefits from the coming together of these four aspects of work on gender equality.

88. UN-Women will continue programmes of former entities INSTRAW and UNIFEM responding to country and UNCT requests to build local capacity for women's political participation (30 countries in 2011), gender-sensitive monitoring of aid flows (15 countries), gender-responsive budgeting (40 countries) and in integrating gender perspectives in national planning and monitoring processes (over 50 countries), CEDAW progress reports (20 countries), and in integrating gender perspectives in HIV/AIDS strategies and entities (15 countries in partnership with UNAIDS). Full use will be made of the Santo Domingo training centre in close partnership with the United Nations Staff College, United Nations Institute for Training and Research, other United Nations training institutions and online learning techniques.

89. *Accountability and funding levels*. Led by the Executive Director, the corporate planning function is the responsibility of the strategic planning unit within the Executive Director's Office, with active participation of all other senior managers. Lead accountability for policy advice and knowledge management lies with the Policy Division, supported by managers in other units and the Santo

Domingo training facility. Enhancing the systems and capacities in results-based management is the main responsibility of the Programme Support Division, in collaboration with Information and Communications Technology Group of the Management and Administration Division. Ensuring that Country Offices have full delegation of authority in line with the Internal Control Framework is the responsibility of the Directors of the Regional Divisions, in partnership with the Management and Administration Division. The estimated funding for this function is $4.6 million.

Expected key results in function 3

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Continuous enhancement of results-based management in UN-Women's work	UN-Women's Strategic Plan 2011-2013 is finalized and approved by the Executive Board	Separate plans/ frameworks for four former entities	Strategic Plan 2011-2013 approved by Executive Board at its annual session 2011
Strengthened culture and capacity for achieving and reporting on results and high rates of delivery embedded in UN-Women practices	Number of UN-Women offices that have full delegation of authority with an approved Internal Control Framework and capacity in results-based management and operations	To be established in 2011	At least 40 country and regional offices have full delegation of authority with capacity in results-based management and operations
	Guidance available to UN-Women staff on incorporating the normative guidance into operational functions at all levels to enhance development results	To be established in 2011	At least four policy and practice notes on incorporating the normative guidance of intergovernmental bodies and operational functions finalized and circulated
	UN-Women has electronic tracking system in place to capture results of its Strategic Plan from national, regional and global levels including the capability to track cumulative results over time	Electronic online tracking system in place for UNIFEM Strategic Plan 2008-2013	Modified computerized tracking system generating annual reports based on new Strategic Plan of UN-Women in place
Key stakeholders are able to easily access information and knowledge on progress towards and the "how to" of achieving gender equality in countries worldwide based on UN-Women's enhanced mandate in research and training	Percentage of surveyed users (from results of partner survey) that provide positive feedback on relevance and quality of knowledge products made accessible by UN-Women	To be established following first partner survey in 2011	Positive survey responses from at least 80 per cent surveyed partners

Function 4. Programme guidance, management and oversight

90. *Description and definition.* This function relates to the development, approval and implementation of UN-Women-supported programmes at the country, regional and global levels. It sets standards and methods to assess the effectiveness and quality of UN-Women's programming support to partners at global, regional and country levels. Finally, it provides, with functions 3 and 17, the two-way linkage through which UN-Women's normative support work and its operational activities are inter-linked and mutually reinforcing. This function does not cover the operational management of individual programmes; these are integral to the programmes and categorized under development.

91. *Issues and narrative.* A core function of UN-Women will be to engage in holistic and integrated programme support at country level, in line with national priorities for gender equality and with the gender equality priorities in UNDAF. Additionally, UN-Women will work with United Nations partners, regional intergovernmental organizations and NGOs at regional and global levels to formulate and oversee regional and global programmes and programme and policy guidance that advances gender equality and that aligns with outcomes of relevant intergovernmental processes, including the CSW. This includes further developing existing programmes — such as the Global Programme on Safe Cities Free of Violence against Women and Girls initiative that UN-Women is undertaking with UN-Habitat, global NGOs such as Women in Cities International, and mayors/local councils in five countries — and devising new efforts.

92. The activities undertaken within this function will include: (a) producing country, regional and global-level technical and programme guidance covering the substantive areas in which UN-Women works, from ending violence against women to increasing women's contributions to peace and security; (b) devising and coordinating multi-stakeholder, holistic country programmes that involve inter-agency participation and national partners in line with national and regional policies and priorities and that are consistent with UN-Women's Strategic Plan; (c) ongoing, on-demand technical support to national partners and UNCTs in UN-Women's core areas of work (e.g., support to NWMs; support to women's organizations and networks; support to the Resident Coordinator and gender thematic groups; and support to reporting on and implementing CEDAW); and (d) the management and monitoring of global programmes and trust funds.

93. In carrying out and reporting the above and related activities, UN-Women will follow its founding resolution, which "*emphasizes* the need to establish concrete results-based reporting mechanisms, as well as the need for coherence, consistency and coordination between the normative and operational aspects of the work of the Entity".[22]

94. *Accountability and funding levels.* At the country level, responsibility for this function lies with UN-Women's field managers, namely the Regional Directors and Country Representatives. Policy guidance is the responsibility of thematic advisers based in headquarters and regional offices, in consultation with field-based managers. The evaluation office is involved in overseeing independent evaluations that attest to the quality and effectiveness of major initiatives. Oversight, support and guidance on inter-agency partnerships and harmonization, management of

[22] Resolution 64/289, paragraph 67.

multi-donor trust funds, and partner surveys and quality of programming processes and documentation is provided by the Programme Support Division. Estimated funding for this function is $12.2 million.

Expected key results in function 4

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Enhanced quality and effectiveness of UN-Women-supported programmes of cooperation	Extent of satisfaction of national partners with package of services that UN-Women provides at country level	To be established in 2011 through partner survey	Eighty per cent of surveyed users report satisfaction with the quality of UN-Women's package of services at country and regional levels
	Number of United Nations inter-agency country programmes on gender equality that UN-Women coordinates or participates in that are agreed with national partners and fully funded	UN-Women currently engaged in 10 such programmes	At least 20 inter-agency country programmes on gender equality finalized with assured funding
	Reviewed national/regional/global programmes/projects that meet quality assurance standards	Results of 2010 external assessment: 65 per cent of reviewed programme documents rated as "good" and 80 per cent of reviewed regional or thematic strategies rated as either "good" or "very good"	2011 external assessment rates 80 per cent of programme documents and 90 per cent of country programmes as "good"/"very good"
	Extent to which meta-evaluation attests to UN-Women-supported programmes quality, effectiveness and their normative-operational linkages	Meta-evaluation of 2009 attested programme effectiveness between fair to high, relevance high and sustainability of results weak. Baseline for normative-operational links to be established by 2010 meta-evaluation	Meta-evaluation 2011 attests programme effectiveness as medium to high. Targets on programme quality and normative-operational links still to be established
	Extent of alignment between policy guidance provided by UN-Women and new/strengthened national and regional laws, policies or budgets to advance gender equality and women's empowerment	Number of policy, legal or budget changes at national and regional level that align with UN-Women policy guidance produced at national, regional or global levels To be established in 2011	Fifty per cent of countries in which UN-Women works and 50 per cent of regional partnerships that UN-Women introduce or strengthen policies, laws or budgets based on UN-Women's guidance

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
	Percentage of reports from grantees of the Fund for Gender Equality and UN Trust Fund to End Violence against Women that are assessed to be of high quality	To be established in 2011	Sixty per cent of reports are assessed to be of high quality

Function 5. Procurement and supply management

95. *Definition and description*. This function guides and oversees procurement to ensure value for money, through systems and procedures that provide for competitive, transparent and efficient procurement of goods and services. It includes efficient procurement in support of country programmes and building national capacity in procurement.

96. *Issues and narrative*. UN-Women will develop a strategy for sourcing key services and equipment in a transparent and cost-effective manner. The selection of suppliers will be made following normal United Nations processes of transparent and competitive bidding, involving an independent check on the process followed for contracts/procurement above $30,000.00 and the separation of responsibility for payment from the requesting officer. Travel services will be provided through a corporate travel service provider selected for a specified period following these procedures.

97. *Accountability and funding levels*. This function is the responsibility of the Administrative Services, Procurement and Facilities Management Unit in the Division of Management and Administration. Funding for this function is estimated at $1.8 million.

Expected key results in function 5

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Timely and effective procurement of programme services and goods, consistent with existing regulations	Average turnover time for completing procurement requests (from a sample of procurement requests)	Ranging from two weeks to four months depending on complexities	Two weeks from time of request to approval in Atlas
	Staff certified in procurement	One staff member in all offices with delegated authority certified in procurement	30 per cent increase every year
	Evidence of local acquisition and management review committee being set up	All subregional offices with delegated authority set up local acquisition and management review committee	Set up in all subregional and country offices

Function 6. Emergency management

98. *Definition and description.* This function ensures that UN-Women has the capacity to support a more consistent and stronger United Nations system response to the gender equality and women's rights dimensions of humanitarian crises and emergencies, in line with existing gender-responsive guidelines produced by the Inter-Agency Standing Committee (IASC). It covers policies, strategies, guidelines, partnerships and capacity-building to ensure that the gender dimensions of emergency preparedness, response and recovery are taken into account, including in the transition from the emergency phase to early recovery programmes.

99. *Issues and narrative.* While UN-Women is not an emergency or humanitarian relief organization, it will be requested by United Nations partners — and has already been requested by the gender sub-group of IASC — to make technical expertise available to ensure that the United Nations emergency response is gender responsive. This will entail close partnership with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and its Gender Standby Capacity Project (GENCAP) programme to ensure that gender is mainstreamed into all of the mechanisms and clusters that form to coordinate United Nations support in humanitarian emergencies. It also brings a gender perspective to early recovery efforts and assists the United Nations system to ensure that gender equality initiatives are part of the Consolidated Appeals Process. UN-Women, through the former UNIFEM, has been a close observer/partner with the United Nations and NGOs in the IASC and its work to strengthen gender equality guidelines for humanitarian emergencies and has worked closely with other United Nations organizations — particularly UNDP, UNFPA, and UNICEF — to respond to issues related to women's rights in specific humanitarian contexts, such as the floods and earthquake in Pakistan and the United Nations response to the 2004 Indian Ocean earthquake and tsunami.

100. *Accountability and funding levels.* Lead responsibility for establishing the capacities and internal guidelines to enable UN-Women to fulfil this function will be with UN-Women's adviser on women, peace and security, with support from the Programme Support Division and relevant Regional Divisions. Estimated funding for this function is $1.6 million.

Expected key results in function 6

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
UN-Women responds to requests from IASC, in partnership with OCHA, to strengthen capacity to mainstream gender equality in the United Nations humanitarian response	Extent of UN-Women standing capacity to respond to humanitarian situations on demand	UN-Women responds in ad hoc fashion to humanitarian situations based on existing capacity	UN-Women has one dedicated technical expert on gender and emergencies and partnership agreement with OCHA
UN-Women responds to humanitarian and post-crisis situations in a timely manner consistent with its mandate	UN-Women has agreed guidelines for its response in humanitarian situations that are aligned with IASC gender guidelines	No guidelines currently exist	Guidelines agreed
	UN-Women becomes a standing member of IASC	UN-Women currently is an observer in IASC	UN-Women becomes a standing member of IASC

Function 7. External relations and partnerships

101. *Definition and description*. This function involves building advocacy alliances and partnerships with governments, civil society organizations, NGOs, public and private sector organizations and others to advance women's rights and UN-Women's visibility and outreach. It includes support to and relations with the Executive Board, with United Nations organizations and with intergovernmental bodies. As UN-Women serves as the secretariat for the CSW, its substantive support to the CSW is covered specifically under function 17, funded from the United Nations regular budget. UN-Women's coordination activities carried out in partnership with the United Nations system as a whole are covered under function 18.

102. *Issues and narrative*. Strategic partnerships are essential to UN-Women's capacity to support efforts to advance gender equality. UN-Women must have partnerships at all levels: with its own governing body, the members of its Executive Board; with government agencies and non-governmental women's organizations and networks; with the organizations of the multilateral system, including United Nations organizations and development banks; and with the private sector, cultural leaders and with men and boys. The results prioritized below for 2011 account for, firstly, UN-Women providing its Executive Board with timely and high-quality information and orientation so that members are able to provide guidance and direction to UN-Women. This will be particularly demanding in 2011, given that it is the first year that the Executive Board will be operating. The results also account for the critical partnership with gender equality and women's rights specialists in government agencies and in NGOs, taking into account that these partnerships exist at every level, from local to global. Finally, the results take two very specific initiatives that UN-Women will build on and which will require core support to move forward. UN-Women will dedicate itself to supporting the Secretary-General's Campaign to UNiTE to End Violence against Women, which is uniquely positioned to mobilize an increased number of male leaders. UN-Women's partnership with the United Nations Global Compact will enable it to increase its advocacy to secure more private sector engagement with the Women's Empowerment Principles that were formulated with UNIFEM support.

103. Resolution 64/289 also stipulated that UN-Women should "continue the existing practice of effective consultation with civil society organizations, and encourages their meaningful contribution to the work of the Entity".[23] In this respect, UN-Women will consult with women's and civil society organizations to determine a range of ways to deepen the partnerships and types of involvement that will ensure that they are meaningfully involved in shaping UN-Women's priorities, taking into account that there are diverse and active women's networks and movements in every region of the world. UN-Women will support the effective and substantive participation of NGOs in consultative status with ECOSOC in the sessions of the CSW. It will also facilitate NGO involvement in other United Nations forums, as appropriate.

104. This function is closely linked to resource mobilization (function 9) and communication, media and public relations (function 8), discussed below.

105. *Accountability and funding levels*. This function will involve the active leadership of the Executive Director at the global level, of the two ASGs leading the

[23] Resolution 64/289, para. 55.

intergovernmental and policy/programme pillars, and of the Directors of the Regional Divisions. They will be supported by the Division for Strategic Partnerships, Advocacy, Communications and Civil Society to develop organizational policies to guide these partnerships. All units of UN-Women, including country and regional offices, will have activities related to this function. Estimated funding for this function is $1.6 million.

Expected key results in function 7

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Strengthen existing partnerships and build new partnerships with United Nations and other multilateral partners	Percentage of UN-Women Executive Board members who are satisfied with the timeliness and quality of orientation and documentation that they receive to enable their oversight of UN-Women	To be established in 2011	80 per cent satisfaction rate
	Number of Executive Board decisions that include calls for increased support to UN-Women	To be established in 2011	At least one such recommendation in each Executive Board decision
	The extent to which UN-Women's partners, particularly women's organizations and NWMs indicate that UN-Women is responding to their expectations	To be established following partner survey in 2011	80 per cent of surveyed partners respond positively
	Number of system-wide thematic strategies and regional/country-based gender theme groups that UN-Women forges or coordinates that involve three or more United Nations organizations	Currently leads or co-leads five global thematic strategies (Trust Fund, Secretary-General's UNiTE Campaign, Security Council resolution 1325 (2000), UNDG, and IANWGE); four regional (Economic and Social Commission for Asia and the Pacific, three Secretary-General campaigns) and 42 country-based theme groups	At least one additional global thematic strategy, three additional regional strategies, and 10 additional country-based theme groups

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
	Number of male leaders that join the Secretary-General's Campaign UNiTE to End Violence against Women	15 male leaders have currently accepted	100 male leaders by June 2011
	Number and diversity of private sector organizations that sign on to the Women's Empowerment Principles	33 private sector organizations from seven countries are currently committed	350 private sector organizations from 50 countries join

Function 8. Internal and external communication, media and public relations

106. *Definition and description.* This function shapes UN-Women's image globally, regionally and nationally through strategic, proactive and robust communications and branding to increase understanding of UN-Women's mandate, activities, programme, partnerships and results. With function 7, it ensures that diverse constituencies know about UN-Women's work, the challenges that women's rights advocates are facing worldwide, and the many ways in which they can join, support or learn from these efforts.

107. *Issues and narrative.* In its first year of existence, the opportunities for UN-Women to vastly expand knowledge, awareness and partnerships for its work are considerable. This requires, firstly, that UN-Women has a strategy for internal communications, to ensure that its staff worldwide and all of its United Nations partners — at both headquarters and in the field — understand and support UN-Women's vision and plans. UN-Women takes seriously the importance of assessing the extent to which staff and United Nations partners are engaged in its development and will thus use a variety of means to consult and secure feedback from these critical partners on the effectiveness of its efforts to keep them engaged and apprised.

108. Secondly, it is critical that the broadest audiences possible become aware of UN-Women's work and the gains and gaps related to gender equality and women's empowerment and human rights worldwide. UN-Women completed a branding exercise in 2010 and, with its new brand, is ready to launch its corporate and specialized websites, use new and traditional information technologies to spread information about its work, and enhance its capacity to generate media attention for its efforts. UN-Women will put in place quality assurance processes for regional and country office websites and will make effective use of social media platforms such as Facebook, Twitter and YouTube to highlight key gender issues and engage new audiences, especially youth. In advocating effectively for gender equality and women's empowerment, UN-Women will work with partners so this function is closely linked with partnership building (function 7) and representation (function 2).

109. Beyond general media for UN-Women, it is essential that UN-Women's products are known for their substantive and technical excellence. As such, its launch, in 2011, of *Progress of the World's Women*, which will focus on women's access to justice and its continued development of substantive inventories and

resources such as WomenWatch, the Secretary-General's database on violence against women, and the Global Virtual Knowledge Centre to End Violence against Women and Girls are critical to maintain the interest of gender equality experts from within and outside of the United Nations system. An important indicator of the value of these substantive electronic and print resources is the extent to which they stimulate and/or capture information about interest of government agencies and NGOs in replicating or upscaling initiatives that UN-Women supports.

110. *Accountability and funding levels*. Lead responsibility for this function lies with the Division for Strategic Partnerships, Advocacy, Communications and Civil Society. Other contributing units are listed in table 3 of annex 1. Most field-based posts relating to communications are integral to specific programmes and included under development costs. Estimated funding for this function is $3.9 million.

Expected key results in function 8

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Strategy, business and results effectively communicated within and outside UN-Women	– Monthly changes in number of hits and visitors to UN-Women's corporate website – Monthly changes in number of hits and visitors to UN-Women's specialized websites – Monthly changes in use of UN-Women's new intranet – Monthly changes in media coverage of UN-Women's initiatives by region – Extent of satisfaction of UN-Women staff with internal communications about the transition – Extent of satisfaction of UNCTs with information about the UN-Women transition	– To be established in June 2011 after the establishment of UN-Women corporate website, intranet Data from tracking of existing specialized websites: UNIFEM website: 37,067,493 hits. Gender-responsive budgeting website (www.gender-budgets.org): 62,864. HIV/AIDS portal: 148,514. Women and Wealth Project Portal: 200,000. International Knowledge Network of Women in Politics (iknowpolitics.org): 1,316,516 – Other baselines to be established in 2011	30 per cent increase per year

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Launch of UN-Women, major publications, and 2011 activities receive expanded and positive coverage in diverse media	Extent of media coverage through end-2011	– Media coverage of activities of existing four entities in 2010	– 20 per cent increase in media coverage
	Nature of media coverage through end-2011	– To be established	– 20 per cent increase in media coverage in at least two regions
	Extent of media coverage for *Progress of the World's Women* 2011/12	– Media coverage of *Progress of the World's Women* 2009	– 20 per cent increase in media coverage on *Progress of the World's Women*
UN-Women makes available adequate information/ documentation to stimulate interest in upscaling or replicating catalytic initiatives on gender equality and women's rights that it spearheads or supports	Catalytic and upscalable initiatives documented, evaluated and disseminated	Seven initiatives (six with government; one with civil society) in 2008-2009.	Five initiatives by end-2011

Some results listed under other functions, including 2 and 4 are also relevant to this function, but have not been repeated here in order to shorten the text of this document.

Function 9. Resource mobilization and fundraising

111. *Definition and description.* This function attracts and leverages resources from donor and programme countries, NGOs and other public and private organizations. Activities for this area are guided by a strategic partnership/resource mobilization strategy that involves raising, leveraging and diversifying the funds that enable UN-Women to meet demands for its technical and programmatic support and presence in countries worldwide.

112. *Issues and narrative.* UN-Women is currently finalizing a new resource mobilization strategy. The strategy encompasses core and non-core resources, with the goal of securing a predictable multi-year resource base for UN-Women. The strategy will encourage diversity in sources and modes of funding including non-traditional sources, the private sector, individual contributions, and other funds tailored to specific countries, communities and/or themes.

113. This function also seeks to ensure that the reporting and other requirements of donors are met in a timely manner and meet both donor and UN-Women's quality standards. In accordance with its founding resolution, UN-Women's reporting on funding will "be transparent and easily accessible to Member States, including

through the creation of an online registry that contains such financial information".[24]

114. *Accountability and funding levels.* The Executive Director, two ASGs and Regional Directors take lead responsibility for this function, with support for strategic development and monitoring provided by the Division for Strategic Partnerships, Advocacy, Communications and Civil Society. Estimated funding for this function is $7.1 million.

Expected key results in function 9

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
UN-Women achieves its resource mobilization goals for voluntary funds **Regular and other resources, including thematic funds, in line with Strategic Plan**	Total amount of resources raised for voluntary funds	To be established in 2011	$494 million
	Number of Member States that contribute to UN-Women's voluntary core resources	To be established in 2011	Reaches 100 Member States
	– Extent to which the donors to UN-Women represent a diverse group	– Composition of donors in 2010	– At least 15 per cent non-traditional donors,
	– Percentage of core vs. non-core funds	– 50-50 in 2010	– 60-40
	– Number of multi-year pledges to UN-Women	– To be established in 2011	– At least 20 per cent of donors provide multi-year commitments
	– Resources generated through partnerships with and funds from non-traditional donors (e.g., individuals, private foundations, private institutions)	$4.6 million representing: – 1 per cent regular resources;	– Reaches 15 per cent of core funds.
Donor financial and narrative reports that are submitted by agreed dates	Percentage of donor reports submitted on time	Baseline to be established end of 2010	100 per cent reports submitted by agreed upon date

Function 10. Financial management

115. *Definition and description.* This function establishes and maintains cost-effective and transparent systems of financial management and accountability for the use of resources entrusted to UN-Women; manages financial and other assets of UN-Women; supports the results-based allocation of UN-Women's resources; and

[24] Resolution 64/289, para. 80.

manages and reports on financial transactions involving the use of UN-Women's resources.

116. *Issues and narrative.* In establishing UN-Women, the General Assembly decided that "the operational activities of the Entity shall have financial regulations and rules similar to those of other operational United Nations funds and programmes, and consistent with the Financial Regulations and Rules of the United Nations, and in that regard requests the Under-Secretary-General/head of the Entity to present a proposal for financial regulations, for consideration and adoption by the Executive Board, and to promulgate the financial rules".[25] The Executive Director has proposed Financial Regulations and Rules for UN-Women for the consideration and decision of the Executive Board.

117. Under the proposed rules, UN-Women will manage all the resources entrusted to it through strategic and results-based budgeting, effective controlling and monitoring and transparent reporting. UN-Women will mitigate risks and ensure associated accountabilities through forecasting, data compilation, analysis and oversight.

118. *Accountability and funding levels.* The Finance and Budget unit of the Division of Management and Administration is responsible for this function. Funding for this function is estimated at $5.2 million.

Expected key results in function 10

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Improved financial management procedures and systems	Executive Board approval of Financial Regulations and Rules	Existing financial rules of four constituent former entities	Executive Board approval at first regular session 2011
	Donor financial and narrative reports that are submitted by the agreed upon date	88 per cent of reports were delivered on time in 2008	100 per cent of reports on time
	Delivery rate	70 per cent overall delivery	Minimum 80 per cent delivery
	Conformity of distribution of resources among global, regional and country programmes with Strategic Plan Integrated Resources Framework	Resource allocation in UNIFEM follows Consultative Committee approved distribution among regions and themes	Resource allocation is aligned with priorities of UN-Women Strategic Plan 2011-2013 as approved by the Executive Board
	Support budget as percentage of total resources	15.4 per cent in 2010	15.4 per cent

[25] Resolution 64/289, para. 79.

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
	Turnaround time annual financial reports and statement	90 per cent of annual financial reports and statements issued on time and according to defined regulations and rules	All annual financial reports and statements will be issued on time and according to defined regulations and rules, by 30 June 2011
	Draft Accountability Framework and Internal Control Framework adapted to UN-Women	Draft Accountability Framework and existing Internal Control Frameworks adapted to UN-Women	Approved and implemented first quarter 2011
	Monitoring and utilization of biennial support budget using results-based budgeting	Results-based report on biennial support budget prepared by UNIFEM in 2010	Resource allocation is aligned with and tracked according to results in the Strategic Plan

Function 11. Information and communications technology management

119. *Definition and description.* This function covers the development and management of modern IT to serve UN-Women's global needs efficiently and with appropriate cybersecurity.

120. *Issues and narrative.* UN-Women will invest in technology and adopt business functions and processes that reflect best practices. UN-Women will use as its enterprise resource planning system the system used by UNDP (Atlas) as most of its inherited staff are already familiar with this system having used it under UNIFEM. This system is used for the management of programmes and operations including finance, budgeting, human resources, procurement, e-documentation archiving, knowledge management, intranet, extranet, Internet, website, e-recruitment, and other IT services.

121. Significant investments are required as a result of the move to new office premises and for UN-Women's website to increase public dissemination of information and knowledge-sharing, its intranet for internal knowledge-sharing and efficiency, and to develop a secure web-based extranet for sharing knowledge and exchanging ideas with development partners.

122. *Accountability and funding levels.* Responsibility for this function lies with the Information Technology Section within the Division of Management and Administration. Funding for this function is estimated at $3.7 million.

Expected key results in function 11

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Information and communications technology platform effectively supports and serves programmatic and management needs Atlas and other management, financial and human resources systems improve to support linking of results to finance flows	Per cent of projects that link financial information with programme results	85 per cent of active projects and 100 per cent new projects of UNIFEM had budgets linked to results in Atlas in 2010	Budgets and results linked in all UN-Women projects by June 2011

Function 12. General administrative management

123. *Definition and description.* This function covers the provision of workplaces and, with function 5, supporting equipment (except for IT items falling under function 11), supplies and services that enable staff at all locations to carry out their agreed functions. Costs include rent and utilities relating to office facilities at headquarters and field offices, travel, asset management and general services. The function is also responsible for establishing and maintaining administrative policies and procedures and ensuring compliance with them.

124. *Issues and narrative.* This function is closely linked to function 5 (procurement), function 10 (financial management) and function 13 (human resources management) and some results and indicators related to general administration management are reported under those functions and not repeated here.

125. A major cost will arise from the planned move of all New York-based UN-Women staff to new office premises in the Daily News Building (220 East 42nd Street), selected from a transparent and competitive bidding process in 2010. This move is scheduled for the first half of 2011. Costs of this move are not included in management costs.

126. UN-Women will establish and maintain appropriate systems and procedures for managing its assets and drawing on the systems and procedures used by major United Nations funds and programmes.

127. *Accountability and funding levels.* This function is the responsibility of the Administrative Services, Procurement and Facilities Management Unit in the Division of Management and Administration. Funding for this function is estimated at $2.0 million.

Expected key results in function 12

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Improved administrative management procedures and systems	UN-Women Headquarters units co-located in Daily News Building in New York	Former entities located in different buildings	Third quarter 2011 co-location in New York completed
	Evidence of functional Headquarters administrative, procurement and help desk advisory and support unit	Help desk under development in UNIFEM	UN-Women support unit fully operational
Finalization of common business practices for UN-Women	UN-Women's Programme and Operations manual finalized	UNIFEM Programme and Operations manual (under revision)	UN-Women Programme and Operations manual in place first quarter 2011

Function 13. Human resources management

128. *Definition and description.* This function ensures that competent staff is in place, trained and motivated to achieve agreed deliverables. This requires: recruiting qualified staff internally and externally to fill vacant jobs, deploying and rotating staff, training in required competencies, establishing and managing a system of performance review that motivates good performance and learning and remedies poor performance; and counselling in career development, grievances etc.

129. *Issues and narrative.* The professionalism and commitment of its staff is essential for the success of UN-Women. Strategic human resources management was a priority for the Executive Director from the outset of her appointment and this will remain so in 2011.

130. UN-Women will develop a comprehensive human resources management framework to deliver responsive and quality human resources that meet UN-Women's requirements based on United Nations Staff Rules and Regulations. This framework will provide for human resources planning and policy, organizational design, recruitment and staffing, learning and talent management, performance management and workforce management, administration of benefits and recourse mechanisms.

131. UN-Women will ensure that it maximizes the potential and experiences of all staff that have been consolidated from the existing four entities. The current staff capacity will be strategically assigned and managed to ensure that they will deliver on the high expectations articulated in resolution 64/289. In line with that resolution, detailed functional analyses have systematically been undertaken to develop the agreed functions of UN-Women and a new organization structure. The functional analysis results have been used to design new job descriptions for new and enhanced functions, as well as to prepare revised job descriptions to accurately reflect the changes embedded in UN-Women's structure and expanded mandate. All posts are being formally classified using the International Civil Service Commission classification standards. Guidelines have been prepared to ensure that all staff are

provided with a clear, transparent and coherent roadmap of how the overall transition process will unfold and provide a framework for implementing the key human resources elements, fully in line with the United Nations Staff Rules and Regulations. It is intended that the majority of current staff in the four former entities will have their functions matched and placed in UN-Women. However, like all transition management processes, a few staff may be displaced where there is duplication and/or overlap in functions and they may need to be separated, for which budgetary provision is proposed. Where possible, displaced staff will be retrained to maximize their opportunities for being placed in newly created or vacant posts in the new UN-Women structure and given support to locate other suitable positions in other United Nations organizations.

132. UN-Women seeks to become the employer of first choice for those wanting to make a difference for women. It will attract, retain and develop talent through proactive workforce planning and management. Steps have already been taken and more are proposed to strengthen learning in UN-Women's focus areas as well as in leadership, management and professional certification, thus enhancing staff capacity to deliver effectively on UN-Women's commitments.

133. In accordance with its founding resolution, any expansion in UN-Women's capacity will "be orderly, based on a proposal by the Under-Secretary-General/head of the Entity to the Executive Board, building on the field presence and infrastructure of the United Nations Development Fund for Women and the International Research and Training Institute for the Advancement of Women".[26]

134. *Accountability and funding levels*. Responsibility for this function lies with the Human Resources Centre. Funding estimated for this function is $3.4 million. This does not include the proposed allocation of $5 million for completion of the transition management process as this latter cost is categorized separately from management costs.

Expected key results in function 13

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Attract, develop and retain talented, motivated and diversified staff	Time taken to complete the staff alignment process	No baseline exists: one time exercise to be rolled out in two phases	HQ staff alignment completed by March 2011 and field staff by June 2011
• Completion of alignment processes • Adequate staffing of the new structure	Extent to which the alignment process provides options for staff who wish to seek opportunities both within UN-Women and in other organizations	One time alignment process: no baseline exists	Field staff will be able to compete for vacant and new positions at Headquarters and vice-versa. All staff wishing to seek opportunities elsewhere is afforded necessary facilities, orientation and resources

[26] Resolution 64/289, para. 88.

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
	Extent to which staff report satisfaction with the staff alignment process	No baseline exists in former constituent entities: will be a one-time process	60 per cent of staff report satisfaction with the alignment process, to be tracked from an ad hoc staff satisfaction survey
	Time taken to competitively select staff for new positions that will be open to external selection process	United Nations baseline: six months	Staff competitively selected for new positions in an average period of four months
	Professional staff that understand the complexity of their new roles in the consolidated entity and are able to perform competently in their new/ matched assignments	To be established in 2011 from analysis of Results and Competency Assessments of existing staff	Overall median performance of "Fully met expectations" Strategic Learning Plans fully designed and operational
Develop and implement a human resources management framework for UN-Women	Comprehensive policy framework covering the main areas of human resources management developed and approved by UN-Women's Executive Director	No baseline exists	Human Resources Management Framework approved

Function 14. Internal audit and investigations

135. *Definition and description*. This function captures the costs of planning, carrying out and following up on independent administrative and programme-related internal audits and investigations of alleged fraud, misconduct, harassment, abuse and/or other wrongdoing. This function nurtures integrity, efficiency and continuous performance improvement throughout UN-Women. It helps managers to assess and improve control systems, compliance with UN-Women's accountability framework, business practices and uses of resources to achieve results. This function provides reasonable assurance to senior management and governing bodies on the effectiveness of internal controls, accounting, risk management and accountability.

136. *Issues and narrative*. UN-Women will review the merits of conducting of internal independent audits relying on internal capacity or outsourcing to another United Nations organization and submit its review with recommendations to the Executive Board in mid-2011.

137. *Accountability and funding levels*. Pending decision by the Executive Board, responsibility for this function will lie with the Executive Director. She will be supported by the Director of the Division of Management and Administration. A tentative funding allocation of $1.9 million is proposed for this function.

Expected key results in function 14

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Risk environment assessed through relevant and high-quality audit reports	Risk management policy, guidelines, tools and instruments developed and rolled out for UN-Women	Risk management policy, guidelines, tools and instruments for UNIFEM	Risk management policy, guidelines, tools and instruments for UN-Women finalized and rolled out
	Risk management included in staff orientation and training programmes	Risk management not included in staff orientation and training programmes	Included, based on corporate risk management strategy

Function 15. Corporate evaluation

138. *Definition and description.* Evaluation provides insights on the most effective and best practices to achieve results and impact, enables learning and improved programme design and nurtures accountability for results. This function captures UN-Women's central evaluation. Other (decentralized) evaluations are carried out by UN-Women's operational programmes and classified under development.

139. *Issues and narrative.* Evaluation will be the cornerstone of UN-Women's capacity to support continuous improvement in the delivery of results, contributing to learning, knowledge management and accountability. It provides evidence-based data and findings and recommendations from independent evaluations of UN-Women's programmes and performance that feed into the normative, policy and programming work of the organization.

140. This function will prepare and implement UN-Women's evaluation policy and strategy. It will conduct high-quality evaluations on gender equality and women's empowerment. It will also develop guidelines, methodologies and tools consistent with the principles of the United Nations Evaluation Group (UNEG) and ensure their application, and provide guidance and capacity development support to staff and partners for enhanced quality evaluations, both central and decentralized, drawing on good practices both within UN-Women and elsewhere and UNEG guidelines. UN-Women will engage in broader and joint United Nations evaluation processes and the work of UNEG to promote gender-responsive evaluation.

141. UN-Women will develop and maintain a system for tracking management responses to evaluations and will establish an online archive of evaluation reports for public access.

142. An annual report will be presented to the Executive Board summarizing key findings and recommendations from the evaluations carried out and drawing, where relevant, on evaluations carried out by others, including decentralized evaluations and of other United Nations and non-United Nations entities.

143. *Accountability and funding levels.* The Evaluation Unit is responsible for this function. Funding is estimated at $2.9 million.

Expected key results in function 15

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Enhanced quality of evaluations through guidance and capacity development	Annual expenditures for UN-Women evaluations (corporate and decentralized)	$2.6 million, about 2.5 per cent of programmable resources in 2009	5 per cent of UN-Women's programmable resources
Internal and partner capacity enhanced to undertake gender-responsive, results- and rights-based evaluations that generate knowledge on gender equality and women's empowerment			
	Systems for tracking management response to evaluation recommendations in place	A corporate system for management responses to evaluations put in place in 2009, with 14 per cent completion rate of management responses to evaluations	80 per cent completion of UN-Women management responses to evaluations
	Evaluation policies, guidelines and methodologies developed and applied throughout evaluations	An evaluation policy and ten evaluation guidelines developed in 2009	Evaluation guidelines are systematically used in 80 per cent of UNIFEM evaluations
	High-quality evaluations on gender equality and women's empowerment conducted by UN-Women and by partners with UN-Women support	61 per cent of completed evaluations in 2009 were rated as good and above, and 31 per cent were rated as very good and excellent	At least 80 per cent of UN-Women evaluations apply quality assurance standards and are rated as of good quality or above

Function 16. Staff security

144. *Definition and description.* This function covers activities related to ensuring a safe and secure environment for staff and facilities so that programmes may be planned and implemented effectively. It includes establishing and maintaining policies and systems of security management and accountability, providing an enabling environment for safe programme delivery and contributing to staff safety and security in all locations. The costs included in this activity are only those incurred directly by UN-Women. Funds relating to the UN-Women's contribution to the provision of United Nations-mandated field security are categorized separately following the practices of other United Nations funds.

145. *Issues and narrative*. Using the infrastructure and services of UNDP as well as of the UNDSS, UN-Women will ensure that all staff is kept aware, prepared, trained and vigilant in exercising their responsibilities as United Nations staff.

146. UN-Women will issue a strategy, policy and procedures for the security of its staff and non-staff personnel. UN-Women will upgrade the safety of office premises at all locations through compliance with MOSS and careful monitoring of staff working in crisis or emergency situations. UN-Women will regularly monitor the extent of coverage of staff safety and security services by UNDP. Making stringent security arrangements in compliance with safety and security standards, especially in crisis and emergency situations, often requires considerable increases in costs to ensure safety of UN-Women staff. Security costs involve both direct costs and those budget provisions mandated by the United Nations. The former is reported as part of the biennial support budget under the category "reimbursable services to UNDP". The latter is reflected under the category "United Nations mandated security costs". Security costs linked to specific projects and programmes are considered part of programme direct costs applying the harmonized cost classification principles.

147. *Accountability and funding levels*. The Executive Director is responsible for the safety and security of all UN-Women staff. In this, she is supported by the Director of the Division of Administration and Management and the Human Resources Centre. Estimated funding for this function is $0.3 million.

Expected key results in function 16

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Staff security ensured through minimum operating security standards compliance in all countries to which the agency has provided minimum operating security standards support	100 per cent MOSS compliance by all UN-Women offices	70 per cent in 2010	90 per cent
	Security focal points in place in all UN-Women offices	90 per cent in 2010	100 per cent
	Representatives in all country/regional offices attend Security Management Team (SMT) meetings regularly	UN-Women Regional Programme Directors and County Programme Managers attend SMTs	By June 2011, all UN-Women representatives attend SMTs.

Function 17. Substantive support to intergovernmental policy and normative processes on gender equality and empowerment of women

148. *Definition and description*. This function comprises UN-Women's substantive support to the General Assembly, ECOSOC and the CSW in carrying out their policy and normative roles in gender equality and women's empowerment. This function will also link with the comparable support provided to the Executive Board.

149. *Issues and narrative*. This function provides support to intergovernmental bodies and processes in the area of gender equality and women's empowerment, through preparation and presentation of parliamentary documentation based on research and analysis; the planning, organization and support to intergovernmental

meetings; assistance in intergovernmental negotiations; facilitation of the participation of civil society representatives and experts, as appropriate. It includes dialogue with, and briefings of, Member States. It also includes the coordination of UN-Women's substantive support across organizational units.

150. In compliance with paragraph 67 (c) of resolution 64/289, the Executive Director will report annually to the CSW on the normative aspects of UN-Women's work and on its implementation of the policy guidance provided by the Commission.

151. *Accountability and funding levels*. The ASG for Inter-Governmental Support and Strategic Partnerships is accountable for this function, supported primarily by the Inter-Governmental Support Division, but also units within the Policy and Programme Bureau. The ASG post and all other posts for this function are funded from the regular budget of the United Nations, as detailed in A/65/531.

Expected key results in function 17[27]

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
Enhanced capacity of the CSW to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres	Increased number of Member States reporting to the CSW on actions taken to implement gender mainstreaming at the national level	Estimate 2008-2009: 65 Member States	100 Member States
	Increased proportion of resolutions and decisions of the functional commissions of ECOSOC that incorporate a gender perspective	Estimate 2008-2009: 24 per cent of resolutions	25 per cent

Function 18. Support to coordinating and promoting the accountability of the United Nations system in gender equality and the empowerment of women

152. *Definition and description*. This function reflects the mandate given to UN-Women by the General Assembly to: (a) lead and coordinate United Nations system strategies, policies and actions on gender equality and women's empowerment to promote effective system-wide gender mainstreaming; (b) strengthen the accountability of the United Nations system, including through oversight, monitoring and reporting on system-wide performance on gender equality; and (c) monitor and report on system-wide compliance with intergovernmental mandates on gender balance including at the senior and decision-making levels.

153. *Issues and narrative*. UN-Women is currently consulting with other United Nations organizations to develop and implement a strategy to fulfil its mandate in the above areas. The strategy will require UN-Women's effective engagement in United Nations coordination mechanisms (CEB and other high-level groups); the

[27] The indicators, baselines and targets for this function have been taken from the strategic framework and budget documents for the United Nations regular budget, namely A/63/6/Rev.1; and A/64/6 (sect. 9), table 9.13. They are also consistent with those presented in A/65/531.

early identification of issues in gender equality requiring attention; inputs into United Nations reform and leadership of IANGWE, other networks of focal points, gender thematic groups at regional and country level; and coordination support for other United Nations system-wide initiatives, from the Secretary-General's Campaign to UNiTE to End Violence against Women to United Nations system accountability for implementing Security Council resolution 1325 (2000) and other relevant resolutions. Full use will be made of gender-focused evaluations (function 15) and other evidence-based data to prepare recommendations for improved United Nations system performance in gender equality including both results and in gender-balanced staffing, on which UN-Women will report annually on progress.

154. During 2011, the staffing of up to 40 (sub-) regional and country offices will be strengthened so that they are able to lead and coordinate stronger and more coherent United Nations system support at both regional and country levels, to implement national and international commitments to gender equality and to undertake gender mainstreaming.

155. *Accountability and funding levels*. This function will be lead by the ASG and Deputy Executive Director of the Inter-Governmental Support and Strategic Partnerships, supported by the United Nations System Coordination Division and relevant staff in the Programme Support Division who will be engaged with the UNDG and other operational coordination mechanisms. At regional and country levels, this function will be lead by the Regional Directors and Country Directors supported by the Programme Support Division with policy guidance from the United Nations System Coordination Division. The proposed allocation of voluntary resources to this function is $17.2 million. Additionally, six posts within this functional area are funded from the United Nations regular budget.

Expected key results in function 18

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
UN-Women has the capacity to lead and coordinate stronger and more coherent United Nations system support to countries to implement national and international commitments to gender equality and to undertake gender mainstreaming	Number of countries and regional hubs where UN-Women coordinates and leads a more coherent and effective UNCT/Regional Directors' Team in gender equality	UN-Women currently has such presence in 15 Subregional Offices and 13 (including the "Delivering as One" pilots) country offices	Strong UN-Women presence in response to demand in at least 40 countries in all six United Nations regional hubs
	United Nations or other gender coordination mechanisms led or co-led by UN-Women	52 gender coordination mechanisms currently led by UN-Women	60 coordination mechanisms led
	Number of UNDAFs finalized in 2011 that reflect stronger commitment and resources to gender equality based on technical support provided by gender theme groups supported by UN-Women	Five out of 51 UNDAFs reviewed have scored the highest	50 per cent more (over baseline established in UNDG Common Country Assessment/UNDAF assessment of 2010) UNDAFs included that reflect stronger commitment and resources for gender equality

Strategic management results	*Indicators*	*Baselines*	*Targets for 2011*
	Number of Joint Programmes formulated with UN-Women participation and/or assistance that are providing coherent UNCT support to national gender equality priorities	94 Joint Programmes	10 per cent increase in Joint Programmes as compared with 2010
	Number of UNCTs implementing UNCT Performance Indicators on Gender Equality and other tools that measure accountability of UNCTs to gender equality	14 UNCTs have finalized implementation	All UNCTs (28) undertaking UNDAF finalize performance indicators
Increased action and accountability of United Nations system leadership for gender equality	Progress of United Nations system in achieving existing gender equality commitments	Baseline to be established in 2010 based on existing commitments made by CEB, UNDG, HLCP and HLCM	Achievement of 75 per cent of commitments for 2010
Improved gender balance through effective implementation of gender-sensitive policy measures by United Nations system entities	Initiatives and surveys undertaken by entities to improve gender balance	2008-2009: three	Six

Summary table 1
Summary of senior posts, 2011

	USG/ASG	*D-2*	*D-1*
I. Approved senior posts 2010 funded from core voluntary contributions			
Country-based	—	—	3
Headquarters	—	2	3
Subtotal	—	**2**	**6**
A. Proposed post increase/(decrease)			
Country-based	—	—	15
Headquarters	1	7	4
B. Proposed reclassifications increase/(decrease)	—	—	—
C. Total net changes in senior posts (A + B)	**1**	**7**[28]	**19**

[28] While five of these posts appear under Headquarters, their possible move to the regions is still to be confirmed.

	USG/ASG	D-2	D-1
D. Proposed senior posts 2011 funded from core voluntary contributions (I + A)			
Country-based	—	—	18
Headquarters	1	9	7
II. Other senior posts funded from support cost income	—	—	—
III. Total proposed senior posts[29] (D + II)	**1**	**9**	**25**

Summary table 2

Proposed budget estimates by expenditure category[30]

Category of expenditure	*Distribution 2011*[31]	*Change in volume 2011*		*Change in cost 2011*		*Revised estimates 2011*	
Support budget from voluntary contributions	*US$000*	*US$000*	*%*	*US$000*	*%*	*US$000*	*% change*
	(a)	*(b)*	*(c)=(b/a)*	*(d)*	*(e)=(d/a)*	*(f)*	*(g)=(b+d)/(a)*
Staff posts	16 601	40 129	241.7	2 059	12.4	58 789	254.1
Other staff costs	361	746	206.9	9	2.4	1 115	209.3
Consultants	431	991	229.8	10	2.4	1 432	232.2
Travel	207	981	473.2	5	2.4	1 193	475.6
Operating expenses (IT)	457	1 320	288.8	11	2.4	1 788	291.2
Furniture and equipment	161	1 412	877.1	4	2.4	1 577	879.5
Reimbursement to UNDP	1 176	3 564	303.2	28	2.4	4 768	305.6
Rent	1 298	3 558	274.1	31	2.4	4 887	276.5
Total	**20 692**	**52 701**	**254.7**	**2 157**	**10.4**	**75 550**	**265.1**
Estimated income to support budget[32]	-3 575	-5 239	146.5	-86	2.4	-8 900	148.9
Total net resources	**17 117**	**47 462**	**254.7**	**2 071**	**10.4**	**66 650**	**265.1**

[29] The above numbers exclude senior posts funded from regular budget resources (assessed contributions). A total of seven senior posts are funded from regular budget resources, comprising: one USG, one ASG, two D-2 and three D-1 posts.

[30] This summary table provides information on the proposed support budget for 2011 by major category objects of expenditure, as recommended by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its report of ACABQ on UNDP and UNIFEM estimates for the biennial support budgets, 2008-2009 (DP/2008/5).

[31] The combined support budgets of INSTRAW and UNIFEM for 2010-2011, funded from voluntary contributions, are divided by two to determine the distribution amounts for 2011.

[32] This represents income from cost recovery (extrabudgetary) on non-core voluntary contributions-funded projects and programmes that UN-Women executes on behalf of donors and the United Nations system.

Annex 1

Methodology and Terminology

Annex 1 describes the methodology used to classify, calculate and present cost and resource data by function in Section III C, and terminology.

Methodology

Methodology to determine budget estimates, volume, cost and currency adjustments. Until alternative arrangements are agreed, UN-Women applied in this present document the harmonized methodology, used by major United Nations funds and programmes, to calculate 2011 support budget estimates for volume increases, cost, and currency and inflation adjustments.

Classification of functions. The Executive Boards of UNDP/UNFPA and UNICEF requested the three organizations to harmonize their classification of costs and resources. For this, UNDP, UNFPA and UNICEF have, for several years, prepared their separate biennial budgets using a harmonized system for classifying their management costs and resources. This harmonized system disaggregates management into 16 major functions as listed in table 8. UNDP added special functions, unique to UNDP, to cover its roles in United Nations system coordination. For similar reasons, UNIFEM when using this harmonized system of classifying costs in its budget submissions in recent years also added a special function to cover its support to the United Nations system in gender equality issues.

In order to reflect UN-Women's unique nature as a composite entity functioning both as a secretariat and carrying out operational activities as mandated by the General Assembly and its new and expanded role in leading the United Nations system in gender equality issues and promoting its accountability, two additional functions have been added to the 16 harmonized functions. These relate respectively to normative intergovernmental policy processes (function 17) and United Nations system-wide coordination and accountability in gender equality (function 18).

Each of the 16 harmonized functions was defined as it relates to UN-Women by drawing on both the functional analysis completed for UN-Women in 2010 and on the definitions for each function used by UNDP, UNFPA, UNICEF and UNIFEM, as presented in their budget submissions for the 2010-2011 biennium.

UNDP, UNFPA and UNICEF also agreed, and use in their respective budget submissions, a common result for all three organizations under each function. As these common results are also applicable to UN-Women, they are included in the results framework for each function in section III.C and denoted by bold font.

New fourfold categorization of costs and resources. The UNDP/UNFPA Executive Board (decision 2009/22) approved a new method of disaggregation of all costs and resources. This allocates costs and resources to four broad categories, relating respectively to: (a) development; (b) management (sub-divided by the 16 harmonized functions); (c) United Nations development coordination; and (d) special purposes. This categorization permits greater transparency in budgetary presentation and can be more easily used for results-based budgeting and management. Thus UNIFEM had proposed, in its budget submission for 2010-2011 (Annex 2 of DP/2010/10) to use this fourfold classification of all costs and resources in future budgetary submissions. As this categorization captures the system-wide functions of UN-Women in a way already

approved by the Board of another United Nations entity and previously proposed by UNIFEM, it is proposed to use this system in future budget submissions.

Drawing on the definitions, for each of these four categories, presented by UNDP in its budget submission for 2010-2011, it is proposed to define each category as it relates to UN-Women as follows:

- *Development*: covers projects and programmes at country, regional and global levels within UN-Women's focus areas and aimed at delivering development results. Development also includes programme preparation and implementation and policy advisory services when these are located in programme countries.

- *Management*: refers to UN-Women's leadership and support at Headquarters, regional and country levels in providing programme direction and oversight, operations management and administration. This category is further subdivided by the 16 harmonized functions as described above plus one additional function relating to UN-Women's support to intergovernmental normative and policy work. The 18th function, as used in this document and relating to UN-Women's mandated roles in coordinating and promoting the accountability of the United Nations system in gender equality, would be absorbed within the next broad category.

- *United Nations system coordination and accountability in gender equality issues*: relates to all the inputs and resources needed to support UN-Women's coordination of the gender development activities of the United Nations system. These can be further subdivided into the three functions mandated by the General Assembly as the responsibility of UN-Women:

  - lead and coordinate United Nations system strategies, policies and actions on gender equality and women's empowerment to promote effective system-wide gender mainstreaming;

  - strengthen the accountability of the United Nations system, including through oversight, monitoring and reporting on system-wide performance on gender equality; and

  - monitor and report on system-wide compliance with intergovernmental mandates on gender balance including at the senior and decision-making levels.

- *Special purposes*: UNDP defined these to include United Nations-mandated activities such as security costs and costs associated with the adoption of IPSAS human resources contractual reform and the United Nations Administration of Justice system. In addition, it is proposed to include under this category, non-recurrent costs such as those required for completion of transition management processes and the move of UN-Women's Headquarters to new office premises.

Annex 1 table 1 compares the major cost areas included under each category by UNDP with those proposed by UN-Women. This table is very tentative at this stage as the methodology is new. Annex 1 table 2 shows how UN-Women's proposed costs and resources for 2011 would have been allocated across the four broad budgeting categories as defined above and if this categorization is accepted by the Executive Board. The net effect on UN-Women's budget is to increase development activities by $15 million to a total of $428.3 million, or from 84 to 87 per cent of the

total resources use. This methodology also reduces the allocation to "management" to $51.5 million or 10 per cent of total resource use. This compares to the 15.4 per cent calculated using the method previously used by UNIFEM and used in the main text of this document. In short, this new methodology, if applied as described in this annex, would show that UN-Women is investing a higher proportion of its total resources in development and only 10 per cent for the support budget.

The objective of this new method is to increase transparency in classifying activities and costs. UN-Women proposes to refine the methodology in consultation with other United Nations funds and programmes.

Organizational units contributing to each function. The organizational units contributing to each of the 18 functions for which results and costs are presented in section III.C were defined by drawing on the functional analysis and the definitions of the nature and scope of each function as described above. This "matrix management" is reflected in annex 1 table 3. This lists each organizational unit from the organizational chart on page 4 and each of the 18 functions. The table shows what units are expected to contribute to each of the 18 management functions. Units with lead responsibility in each function are denoted by a black square (■) and units supporting in the delivery of results under that function are denoted by a white square (□). The designation of two lead units in a function either reflects active leadership of the Executive Director in that function and/or different leadership at different levels, for example, UN-Women's Country Representatives representing UN-Women at the country level and other senior managers representing UN-Women at the Headquarters and regional levels.

The methodology used to calculate the costs of each function in the main text of this document followed a three step process. First, the cost of each post is classified by the organizational unit to which it belongs. Second, the operating expenses (non-post costs) are distributed to each organizational unit in proportion to its share of the total post cost. Third, the total cost (post and non-post costs) of each organizational unit is distributed among the several functions in percentage terms, based on the estimated time that each unit will spend on each function. As most of UN-Women's organizational units are not yet fully operational, the time estimates used for this purpose were similar to those used by UNIFEM in its budgetary submission of November 2009. For UN-Women's future budgetary submissions, the squares in annex 1 table 3 will be replaced by time estimates.

Annex 1 table 1

Classification of costs and resources using the system requested by the UNDP/UNFPA Executive Board and used to present the UNDP 2010/2011 budget

UNDP 2010/11 budget	*UN-Women's support budget for 2011*
A) Development	
Country Office (CO) management of the entire UNDP programme cycle from identification, conceptualization and formulation through programme work planning and implementation to monitoring and reporting	Country-based regional and CO management of the UN-Women's programming cycle from identification, conceptualization and formulation through work planning and implementation to monitoring and reporting
CO policy and advisory services to UNDP programmes and projects, substantive policy advice, analysis and aid coordination	Country-based regional and CO policy and advisory services, substantive policy advice, analysis and gender aid coordination
CO programmatic responses to emergency and crisis situations	Country-based regional and country office programmatic responses to emergency and crisis situations
B) Management	
See table 3 for list of organizational Division/Units classified by 18 ("harmonized") functions	
C) United Nations Development Coordination	
Activities related to in-country coordination function mandated by the General Assembly	Activities related to coordination of the United Nations system in gender at country, regional and global levels, as mandated by the General Assembly
	Activities related to strengthening accountability of the United Nations system in gender, as mandated by the General Assembly
	Monitoring and reporting on United Nations system-wide compliance with intergovernmental agreements and directives on gender, as mandated by the General Assembly
In-country development activities supporting UNDP participation in the UNCT	In-country development activities supporting UN-Women's participation in the UNCT
United Nations Development Operations Coordination Office	UN-Women's Division (A2) for United Nations System (gender) Coordination
D) Special Purpose	
United Nations mandated costs for security, IPSAS, etc.	United Nations mandated costs for security, IPSAS, etc.
United Nations Volunteers and United Nations Capital Development Fund	Not applicable to UN-Women in 2011
Posts in the Bureau of Management and the Partnerships Bureau that perform fully reimbursable services for other United Nations organizations	
	One-off costs for the establishment of UN-Women

Source: UNDP column based on Summary Table 6, DP/2010/3.

Annex 1 table 2

Summary Resources Plan for 2011 by Development, Management, United Nations Gender Development Coordination and Special Purpose Activities and Costs[33]

(Thousands of United States dollars)

	2011 unearmarked resources	*Earmarked other resources*	*Total resources*	*Percentage of total*
1. Resources available				
Opening balance	17 900	67 800	85 700	15
Income				
Contributions	225 000	254 000	479 000	84
Other	3 000	—	3 000	1
Total resources available	**245 900**	**321 800**	**567 700**	**100**
2. Use of resources				
A. Development				
A.1 Programmes	148 792	264 000	412 792	
A.2 Development effectiveness[34]	6 034	806	6 839	
A.3 Support to United Nations development system	7 680	1 026	8 706	
Subtotal development (A.1+A.2+A.3)	**162 506**	**265 831**	**428 337**	**86**
B. Management				
B.1 Harmonized management functions 1-16 and 18[35]	45 442	6 068	51 510	
Subtotal management (B.1)	**45 442**	**6 068**	**51 510**	**10**
C. United Nations gender development coordination				
C.1 Strategic coordination	7 495	1 001	8 496	
C.2 Support to intergovernmental normative processes[36]	—	—	—	
Subtotal United Nations coordination (C.1+C.2)	**7 495**	**1 001**	**8 496**	**2**

[33] The classification of activities and costs is based on UNDP methodology. The amounts presented in this table are tentative because the methodology is new for UN-Women.

[34] The amounts reflected against A.2+A.3+B.1+C.1 under "total resources" column add up to $75.5 million, the proposed support budget for 2010 (see table 4).

[35] See Table 8 for a complete list of budget by functions.

[36] Support to the intergovernmental normative process is funded from Regular Budget (assessed contribution).

	2011 unearmarked resources	*Earmarked other resources*	*Total resources*	*Percentage of total*
D. Special purposes				
D.1 General Assembly-mandated costs for security, IPSAS, etc.	2 751	—	2 751	
D.2 One-time costs — transition management, IT and office move	8 000	—	8 000	
Subtotal special purpose (D.1+D.2)	**10 751**	**—**	**10 751**	**2**
Total use of resources (A+B+C+D)	**226 193**	**272 900**	**499 093**	**100**
Balance of resources (1-2)	19 707	48 900	68 607	

Annex 1 table 3
Relationship between functions and UN-Women organizational units
(■ = lead responsibility for the function; □ = responsibility to support function)

Functions	OED	A1	A2	A3	B1	B2	B3	C Dir	C HR	C Fin	C ICT	Eval
1. Executive direction and leadership	■	□	□	□	□	□	□	□				
2. Representation and advancement of the core mandate	■	□	□	□	□	□	■	□				□
3. Corporate policy and strategy development, planning and guidance	■	□	□	□	■	□	□	□			□	□
4. Programme guidance, management and oversight	□	□	□			■	□	□		□		□
5. Procurement and supply management							□	□		■	□	
6. Emergency management	□	□	□		□	■	■	□	□			□
7. External relations and partnerships	□	□	□	■	□	□	■	□				
8. Internal and external communications		□	□	■			■	□			□	
9. Resource mobilization and fundraising	□			■			■	□		□		
10. Financial management							□	□	□	■		
11. Information and communications technology				□			□	□			■	
12. General administrative management							□	□		■	□	
13. Human resources management							□	□	■			
14. Internal audit and investigations								□		□		
15. Corporate evaluation									□			■
16. Staff security							□	■	□	□		
17. Intergovernmental policy and normative support	■	■	□	□	■	□	□					□
18. Coordinating and promoting the accountability of the United Nations system	■	□	■	□	□	□	■	□				□

Annex 1 (continued)

Terminology

Terms used in the present support budget of UN-Women are those upon which common agreement has been reached by UNDP, UNICEF and UNFPA. (See the UNDP biennial support budget (DP/2010/3, annex 2), and the UNICEF biennial support budget (E/ICEF/2009/AB/L.4, annex 3)).

Annex 2

Acronyms and Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ASG	Assistant Secretary-General
ASHI	After-Service Health Insurance
BPfA	Beijing Declaration and Platform for Action
BOA	United Nations Board of Auditors
CEB	United Nations System Chief Executives Board
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CO	Country office
CSW	Commission on the Status of Women
DAC	Development Assistance Committee (of Organization for Economic Cooperation and Development)
DAW	Division for the Advancement of Women
DOCO	Development Operations Coordination Office
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	Economic and Social Council
ECPS	Executive Committees on Peace and Security
HLCM	High-level Committee on Management
HLCP	High-level Committee on Programmes
IANGWE	Inter-agency Network on Women and Gender Equality
IASC	Inter-Agency Standing Committee
INSTRAW	International Research and Training Institute for the Advancement of Women
IPSAS	International Public Sector Accounting Standards
IT	Information technology
JIU	Joint Inspection Unit
MOSS	Minimum Operating Security Standards
NWM	National Machineries for the Advancement of Women

OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Cooperation and Development
OSAGI	Office of the Special Adviser on Gender Issues and Advancement of Women
SMT	Security Management Team
TCPR (QCPR)	Triennial Comprehensive Policy Review/Quadrennial Comprehensive Policy Review
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDSS	United Nations Department of Safety and Security
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
USG	Under-Secretary-General

United Nations UNW/2011/4

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Proposals for the use of voluntary resources for the support budget for the biennium 2010-2011

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the proposals of the Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for the use of voluntary resources for the support budget for the biennium 2010-2011 (UNW/2011/3).

2. During its consideration of these proposals, the Advisory Committee met with the Executive Director, as well as other representatives, who provided additional information and clarification.

II. Background and general considerations

3. In establishing UN-Women, the General Assembly, in resolution 64/289, decided that it would be operational by 1 January 2011 and that its mandate and functions would consist of the transfer and consolidation of those existing for the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the Advancement of Women, the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW). UN-Women would have the additional role of leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women. UN-Women would function as a secretariat, providing support to intergovernmental policy and normative processes, and would also carry out programmes of operational activities at the country level.

* UNW/2011/L.1.

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4. With regard to funding, the General Assembly decided that the resources necessary to service the normative intergovernmental processes would be funded from the regular budget while those required to service the operational intergovernmental processes and operational activities at all levels would be funded from voluntary contributions. In this regard, in paragraph 77 of resolution 64/289 the General Assembly requested the Under-Secretary-General/head of UN-Women to submit a report to the Executive Board including proposals for the support budget for the 2010-2011 biennium, together with a revised draft strategic plan and organizational chart. The General Assembly further requested that a proposal for financial regulations to govern the operational activities of UN-Women be submitted to the Executive Board.

5. Subsequently, the Secretary-General, in his report (A/65/531), put forward a revised proposal for the use of regular budget funding for the biennium 2010-2011 by UN-Women to service the normative intergovernmental processes. The proposals, which amounted to $6,983,500, included the continuation of the 42 existing regular budget posts of the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the Advancement of Women and INSTRAW and a request for approval of three new posts, at the Under-Secretary-General, D-2 and General Service levels. Following its consideration of these proposals, the Advisory Committee recommended that the General Assembly approve the resources requested. The Committee's recommendations and observations are contained in its related report (A/65/593).

6. The Advisory Committee notes that the establishment of UN-Women by the General Assembly in July 2010 was the culmination of a number of years of consideration and negotiation involving a range of stakeholders. Considerable work has, however, been necessary since that date in order to implement the consolidation of the four constituent entities and to position UN-Women to be able to discharge its expanded mandate when it becomes operational on 1 January 2011. The Advisory Committee recognizes the short time frame provided during the transitional period leading up to the effective date of operations of the new entity and commends the efforts of those involved in the establishment of UN-Women to date.

7. As noted by the Executive Director, the submission of the revised support budget estimates for 2010-2011 and of the proposed financial rules and regulations constitute two elements of the ongoing planning and budgetary processes which are necessary to establish the operational foundation of UN-Women. Two central components of this process are the development of the strategic plan for UN-Women and an analysis and assessment of the current capacity of the four constituent entities, both at Headquarters and in the field. In this regard, the Advisory Committee was informed that the strategic plan for 2012-2013 was currently under development and would be presented to the Executive Board for approval in mid-2011. The Committee was further informed that a field capacity assessment which would determine the existing capacity of UN-Women at the country level would begin in December 2010 and would be completed in February 2011.

8. The Advisory Committee notes that the determination of the resource requirements necessary to support the activities of UN-Women would, in the normal course of events, follow the preparation and approval of a strategic plan and would also take into account the results of the capacity review currently under way. Noting that in resolution 64/289 the General Assembly requested that a proposal for the use

of voluntary resources for the support budget for the biennium 2010-2011 be submitted to the Executive Board together with the revised draft strategic plan, the Advisory Committee is of the view that the support budget should be informed by the new strategic plan and the field capacity assessment. The Committee is of the view that, while UN-Women must be provided with the necessary resources to discharge its mandate from 1 January 2011, decisions on the full requirements should be taken in the context of these planning processes. The Committee's recommendations in the present report reflect this approach.

III. Proposed financial regulations and rules

9. The Advisory Committee was provided with the proposed financial regulations and rules for UN-Women for its consideration prior to submission to the Executive Board. The Committee was informed that, as requested by the General Assembly in paragraph 79 of its resolution 64/289, they were similar to those used by the operational funds and programmes and were consistent with the Financial Regulations and Rules of the United Nations. However, at the time of its hearing, the Committee was informed that the proposed regulations and rules were still under review by the Office of the Controller and the Office of Legal Affairs. The Committee is of the view that its consideration of the proposed financial regulations and rules should take into account the observations of the Office of the Controller and the Office of Legal Affairs and as such their consideration was deferred until those reviews were completed.

IV. Proposals for the use of voluntary resources for the support budget for the biennium 2010-2011

10. The proposed support budget for 2011 outlined in the report of the Executive Director (UNW/2011/3) envisages strengthening UN-Women both at headquarters and in the field through three sequential phases. The report indicates that top priority is being given to strengthening capacity in the field and to putting in place the senior management team to both lead this growth and to prepare the UN-Women's strategic plan. The Executive Director indicates that an underlying principle guiding the proposed support budget is the need to maximize the share of funds allocated for programmes. In this regard, the report states that the support budget will not exceed, at any point, 16 per cent of total secured resources. The basis for the 16 per cent level is not explained, though it approximates the past experience of UNIFEM. This ratio is then applied in the budget as the basis for proposing the level of resources to be utilized for support activities.

11. The Advisory Committee supports the goal of maximizing funds for programme activities but is of the view that the approach set out in the budget proposal should be clarified and considered further. As a rule, the Committee believes that budgets should be based on demonstrable needs rather than on resource availability through the application of a ratio.

12. Further, consideration of a specific threshold, if one is considered desirable, should be based on a clear definition of what costs are included in the term "support". The Committee notes that the proposed budget uses "support" and "management activities" almost interchangeably, even though the proposed support

budget makes provision for substantive functions that are generally not classified as management. This approach is not consistent with the cost classification categories and their definitions developed by the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA). In paragraph 35 of the proposed budget, UN-Women alludes to this in stating that, had UNDP classification been applied, the ratio of management to programme would have been 10 per cent in 2011.

13. In order to facilitate the preparation and consideration of future budgets, the Committee recommends that the UN-Women Executive Board request the Executive Director to make a detailed proposal on the categories for the classification of costs that should be applied to UN-Women, the definition of those categories and the extent to which they can and should be aligned with the harmonized approach developed by UNDP, UNICEF and UNFPA. Clarity in these respects would enhance the transparency of the budget submissions.

14. The Committee was informed that there would be no recruitment against posts funded from the support budget until the necessary funding had been secured. The Committee concurs with that position and is of the view, given the reliance on the receipt of extrabudgetary funding to finance support budget positions that a prudent approach should be taken so that staffing is in alignment with the availability of resources.

Resource mobilization

15. The support budget estimates are based on the assumption that the annual resource target of $479 million will be met during 2011. This figure excludes funding of $7 million being sought under the regular budget and uncommitted funds carried over from the four entities which are estimated at $85.7 million (see table 4 of the report of the Executive Director). The proposed support budget for 2011 is estimated at $75.6 million, which represents 15.4 per cent of the total resources indicated for activities during 2011.

16. While the target of $479 million would represent an increase of 180 per cent over the total resources received by the four entities in 2009, the report of the Executive Director outlines, in section III B, a number of factors which, it is stated, create an enabling environment for UN-Women to significantly increase its resource mobilization. These include an increasing awareness of the benefits of investing in gender equality, growing demand for support from the United Nations system in the areas of gender equality and women's empowerment policy and programmes, increased opportunities to access funds from donors locally, recent funding trends and the possible impact of the use of information technology and social media on non-traditional fund-raising. Upon enquiry, the Committee was provided with information on the current estimate of extrabudgetary funding for 2011, which totals $189.9 million. The Committee was informed that this figure was a conservative estimate that was based on a continuation of funding from well-established donors at the same level as for 2010 and on increased contributions from donors who have to date advised UN-Women of such increases.

Implementation phases

17. Based on the assumption that the resource mobilization target of $479 million will be met during 2011, the proposals for the support budget envisage expansion on a phased approach as follows:

(a) Phase 1 will be funded from resource inflows of up to $300 million and includes the installation of the new senior management team and adding capacity to 10 field offices with the largest and/or most complex programmes. It is envisaged that this phase will be completed by mid-2011;

(b) Phase 2 will commence as soon as inflows of voluntary resources exceed $300 million and will overlap with completion of phase 1. A further 20 field offices would be strengthened, with some additional capacity for support from Headquarters also being added if resources are sufficient;

(c) Phase 3 depends on successful mobilization of $500 million. During this phase at least 10 additional field offices would be strengthened, as well as a final round of strengthening support capacity at Headquarters.

18. The Committee notes that the support budget resources proposed for 2011 are based on full implementation of all three phases of expansion outlined above. The Committee is of the opinion that the envisaged implementation of all three phases in one year is overly ambitious. The view of the Committee is that the first year of the operation of UN-Women will continue to be one of transition, during which the demands of consolidating the four entities into a single organization and delivering on its mandate will require considerable management focus. In managing UN-Women's growth, the Committee encourages a prudent approach.

Post requests

19. Over the three phases, it is proposed that the support budget would fund 352 posts at Headquarters and in the field. The distribution of these posts is outlined in the organization chart contained in the report of the Executive Director (see annex I to the present report). The organization chart indicates that these posts would be supplemented, during 2011, by 103 programme-funded posts. The Committee is of the view that the proposals for posts are not sufficiently based on workload indicators or other drivers on which the level and number of posts being proposed is justified. The Committee requests that future support budget submissions include such justifications. The Committee is also of the view that the proposals made would benefit from the inclusion of information on the programmatic context which the requirements being put forward are intended to support.

20. The support budget posts proposed consist of a combination of existing posts funded from the present biennial support budgets of INSTRAW and UNIFEM for 2010-2011, the migration of posts which are currently programme funded, and new posts. The breakdown between each category is detailed in table 1 below:

Table 1
Proposed support budget posts 2011

	Headquarters	*Field*	*Total*
Existing biennium support budget posts	91	6	97
Migration of programme-funded posts	36	124	160
Proposed new posts	43	52	95
Total	**170**	**182**	**352**

21. As highlighted above, the largest component of the increase in posts relates to the proposed migration of 160 existing programme-funded posts to the support budget. The report of the Executive Director states that this transfer is needed to establish a sustainable core capacity which would provide a minimum package of services at the country level. The report further states that the move to support budget funding would allow for longer-term contracting of the expertise concerned. Upon enquiry, the Committee was informed that the basic criterion used to determine whether a post should be funded by the support budget is whether the responsibilities of a post are considered to be core and of a continuous nature. Posts which are, on the other hand, linked to specific specialist project or programme implementation would continue to be funded by programme funding. The Committee was further informed that, owing to its greater predictability of funding, the increased use of support budget posts would help improve the capacity of UN-Women to retain and motivate qualified staff. At this stage, UN-Women envisages developing a strengthened capacity in 40 countries over the course of the three-phase approach. The Committee recognizes the need for secure, ongoing UN-Women capacity in the field to support its mandates. While the Committee has no objection in principle to the migration of posts from programme to support budgets, it believes that decisions on which offices will require a sustained substantive presence and strengthening and on the amount of additional capacity to be provided should take account of the criteria to be applied by UN-Women for the allocation of programme resources, an approved strategic plan and the findings of the field capacity assessment that is currently being undertaken.

22. A distribution of the requested posts by grade level is outlined in table 2 below. The Committee notes that of the 161 posts at the Professional level or above which are either new or proposed for migration from programme funding, 27, or 17 per cent, are at the D-1 level or above. Given that the current support budget proposals were developed without the benefit of an approved strategic plan, the Committee views the proposed organization chart, at this point, as being transitional. As such, while the Committee recognizes the need for sufficient management capacity, both at Headquarters and at the country level, to enable UN-Women to deliver effectively on its enlarged mandate, it expects that every effort will continue to be made to identify efficiencies and areas where the post structure can be rationalized. During this process, the Committee is of the view that particular attention should be paid to ensuring that the final organizational structure is not top-heavy.

Table 2
Distribution of proposed support budget posts 2011

	ASG	*D-2*	*D-1*	*Other international Professional*	*All other*	*Total*
Headquarters						
Existing biennium support budget posts		2	3	45	41	91
Proposed increase	1	7	4	47	20	79
Subtotal, Headquarters	**1**	**9**	**7**	**92**	**61**	**170**
Field						
Existing biennium support budget posts			3	3		6
Proposed increase			15	87	74	176
Subtotal, field			**18**	**90**	**74**	**182**
Total	**1**	**9**	**25**	**182**	**135**	**352**

23. In respect of Headquarters, the support budget proposes to supplement the existing 91 posts funded under the biennial support budget with an additional 79 posts. These consist of 43 new posts and the migration of 36 existing posts which are currently programme funded. In terms of senior positions, the new posts include one Assistant Secretary-General, seven D-2 and four D-1 posts. The Assistant Secretary-General post is requested to head the Programme and Policy pillar and would be in addition to the existing Assistant Secretary-General post, funded under the regular budget, which would head the Intergovernmental Support and Strategic Partnerships pillar. The seven new D-2 posts proposed would lead the five Regional Divisions, the Division of Management and Administration and the Division of Strategic Partnerships, Advocacy, Communications and Civil Society. These posts would supplement two D-2 posts currently funded from the biennial support budget and two D-2 posts funded under the regular budget. In respect of the Regional Divisions, the Committee notes that these Divisions are currently indicated as being located at Headquarters as a decision has yet to be taken on whether they would be established at Headquarters or in United Nations regional centres.

24. In respect of field staff, paragraphs 50 to 53 of the report of the Executive Director states that UN-Women has inherited capacity in three United Nations regional centres (Bangkok, Dakar and Johannesburg), in 15 subregional programme offices and in 51 country offices. The report indicates that the top priority for the forthcoming period is to strengthen the capacity of UN-Women at the national level and, as such, it is proposed that 8 regional/subregional offices and 32 country offices be strengthened by the end of 2011.

25. It is proposed that the existing 6 field posts funded by the biennial support budget be supplemented with 124 posts which are currently programme funded and by the establishment of 52 new posts. At the regional level, the proposals seek to establish capacity in two further United Nations regional centres, Cairo and Panama, consisting of one D-1 and one P-5 post in each location. At the subregional level, it is proposed that each office have a base structure of five posts, led by a Regional Programme Director at the D-1 or P-5 level. To staff this structure, 42 existing

programme-funded posts would be shifted to the support budget, while 12 new D-1 posts are sought. At the country level, the report states that the base structure currently typically comprises two posts, at the P-5 and General Service level. To strengthen these country offices, it is proposed to transfer 116 posts which are currently programme funded and to establish 12 new posts. Upon enquiry, the Committee was informed that to date no decision had been taken as to which countries would be strengthened as a priority. The Committee was further informed that discussions were also ongoing in respect of the requirement for, and the functions of, the regional and subregional offices.

Non-post requirements

26. In addition to the post-related costs of $58.8 million, provision is made in the support budget for non-post costs of $16.8 million. These include funding for reimbursements to UNDP of $4.8 million to cover support services which would be provided during 2011 in areas such as treasury, payroll, internal audit, shared information technology and travel services. It is stated, however, that alternative arrangements may be considered for the next biennium. Provision is also made for rental of office facilities both in the field and at Headquarters ($4.9 million) and for information technology ($1.8 million). A breakdown of the proposed estimates by expenditure category is provided in summary table 2 of the report of the Executive Director (see annex II to the present report). The Committee notes that non-post requirements of $16.8 million represent an increase of $12.6 million over what is approved for 2011 in the current biennial support budgets of UNIFEM and INSTRAW. The Committee is of the view that future budget submissions should provide a greater level of detail and justification on the elements underlying proposals for non-post resources. Such information should include an elaboration of the information technology strategy that will be used to facilitate the operations of UN-Women worldwide.

27. Funding of $8 million is proposed for one-time costs consisting of provision for possible separations of staff which may occur as a result of the consolidation ($5 million) and the costs of co-locating the four constituent entities in one building in New York ($3 million). In addition, further allocations are made for security ($2.5 million), after-service health insurance ($0.1 million) and for requirements related to the implementation of international public sector accounting standards requirements ($0.2 million).

Efficiency gains

28. The report of the Executive Director, in paragraph 71, indicates that the consolidation of the four former entities will generate both gains in effectiveness and some cost savings through economies of scale, for example rental savings from the co-location of the entities and having one set of websites and databases. The report states, however, that such savings will be known only once the change management process is completed and, as such, they will be reported in the 2012-2013 support budget submission. While noting that UN-Women will need to expand on the activities of its four constituent entities in order to deliver fully on its mandate, the Advisory Committee believes that its establishment should lead to greater efficiencies and economies of scale in certain areas. The Committee looks forward to the presentation of such efficiencies in the support budget for 2012-2013.

Results-based budgeting

29. The report of the Executive Director, in section III, presents the proposed use of support budget resources during 2011 in a results-based format. The methodology used is based on the harmonized system used by UNIFEM, UNDP, UNFPA and UNICEF, whereby management costs are distributed among 16 functions. In addition, two additional functions have been added, namely, support to normative intergovernmental policy and normative processes (function 17) and United Nations system coordination and accountability in gender equality (function 18).

30. The distribution of the 2011 support budget estimates of $75.6 million among the 18 functions is outlined in table 8 of the report. The function to which most resources are directed, $17.2 million or 23 per cent of the total estimates, is that of United Nations system coordination and accountability in gender equality (function 18), which reflects the additional mandate given to UN-Women under resolution 64/289. A further $12.2 million, or 16 per cent of the overall proposal, is allocated to programme guidance, management and oversight (function 4) which relates to the development, approval and implementation of UN-Women supported programmes at the country, regional and global levels. The Committee acknowledges the efforts made to apply a results-based budgeting framework to the support budget. The Committee is of the view, however, that further improvements could be made. In particular, the framework would benefit from results which are defined with greater specificity and which are more clearly linked to individual programmes of work and activities and therefore to the resources necessary to attain them. This should facilitate assessment of the degree of achievement of the desired results and of cost effectiveness in the use of resources.

Conclusion

31. As noted previously, the revised support budget estimates are being submitted prior to the preparation of the first strategic plan for UN-Women and the completion of the analysis currently being carried out of the current field capacity of the entity. Upon enquiry, the Committee was provided with an assessment of the essential components deemed necessary for UN-Women to function effectively until the Executive Board reviews the strategic plan in June 2011. The Committee was informed that, in addition to the continuation of existing posts funded under the biennial support budgets of UNIFEM and INSTRAW, the posts proposed under phase 1 are required to establish the necessary senior management team at Headquarters and to strengthen capacity in at least 10 field offices. In addition, if there were to be a long period between phase 1 and the subsequent phases, some further additional managerial capacity would also be required. Summary tables indicating the proposed increases under phase 1 were provided to the Committee (annexes III and IV to the present report). The Committee notes that during this first phase three new posts are proposed for Headquarters, one Assistant Secretary-General and two D-2 posts, while, in the field, 59 existing posts are proposed to be migrated to the support budget and 17 new posts are requested, consisting of 3 D-1 posts and 14 General Service-level posts.

32. As stated in paragraph 8 above, the Advisory Committee considers that the determination of the use of voluntary resources for the support budget for UN-Women should draw on the strategic plan and the results of the field capacity assessment which is currently being undertaken. As such, following their

completion, the Committee recommends that a revised support budget estimate be submitted for consideration by the Executive Board in June 2011 in accordance with normal procedures. The Committee is of the view that, in the interim, the priority is to ensure that UN-Women is provided with the necessary resources to meet its immediate operational requirements and to complete the ongoing planning and review processes. The elements of the proposed support budget that the Committee recommends approval of, at this time, are detailed below:

(a) The Committee recommends approval for 2011 of the 97 existing posts currently funded from the biennium support budgets of UNIFEM and INSTRAW;

(b) In order to ensure sufficient senior leadership capacity, the Committee recommends approval of the position of Assistant Secretary-General to head the Programme and Policy pillar. While the Committee does not object to the functions for which two new D-2 posts are being proposed for Headquarters under phase 1, it notes that the organization chart reflects three currently approved D-2 posts including two in the Policy and Programme Bureau. A fourth D-2 post, for the functions of Chief of Staff, is also proposed under the regular budget. The Committee is of the view that consideration should be given to the possibility of using one of the existing D-2s for one of the proposed new functions;

(c) In respect of field capacity, the Committee does not recommend approval of new posts or the migration of posts to the support budget at this time. The Committee notes that the majority of field posts proposed under phase 1 represent the transfer of existing programme-funded posts. While the Committee is of the view that the migration of existing programme-funded posts should await completion of the capacity assessment and approval of the strategic plan, it points out that these existing field posts will provide the capacity for UN-Women to function in the interim;

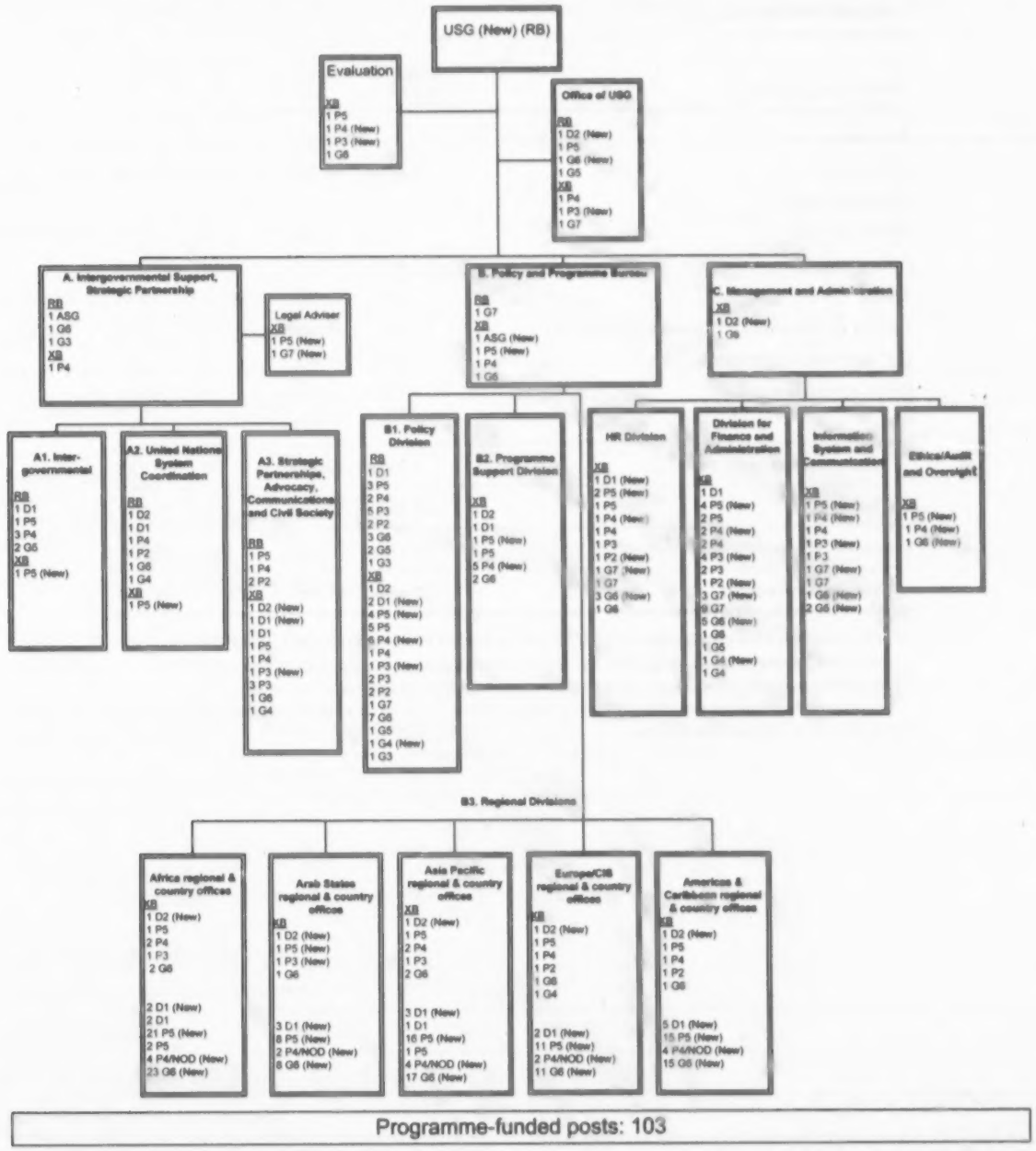
(d) The Committee recommends approval of the $8 million proposed for one-time costs related to the change management process. The Committee further accepts that additional capacity may be needed to ensure timely completion of the planning activities being carried out and to implement the ongoing change management processes that the merging of the four constituent entities entails. The Committee recommends that the additional staff deemed necessary by the Executive Director for these functions be authorized on a temporary basis and funded within this provision of $8 million;

(e) In respect of non-post resources, the Committee recommends approval of $6,189,000, consisting of the non-post resources contained in the approved support budgets of INSTRAW and UNIFEM for 2011, as adjusted for cost increases, together with an additional $2 million to meet priority requirements during the first six months of 2011;

(f) The Committee recommends approval of the provisions proposed for security, after-service health insurance and requirements relating to international public sector accounting standards.

Annex I

United Nations Entity for Gender Equality and the Empowerment of Women organization chart



Abbreviations: RB — regular budget; XB — extrabudgetary; USG — Under-Secretary-General; ASG — Assistant Secretary-General.

Annex II

Summary table: proposed support budget estimates by expenditure category

(Thousands of United States dollars)

Category of expenditure	*Distribution 2011*[a]	*Change in volume 2011*	*Change in cost 2011*	*Revised estimates 2011*
Post costs				
Staff posts	16 601	40 129	2 059	58 789
Non-post costs				
Other staff costs	361	746	9	1 115
Consultants	431	991	10	1 432
Travel	207	981	5	1 193
Operating expenses (information technology)	457	1 320	11	1 788
Furniture and equipment	161	1 412	4	1 577
Reimbursement to UNDP	1 176	3 564	28	4 768
Rent	1 298	3 558	31	4 887
Subtotal, non-post costs	**4 091**	**12 572**	**98**	**16 760**
Total	**20 692**	**52 701**	**2 157**	**75 549**
Estimated income to support budget[b]	(3 575)	(5 239)	(86)	(8 900)
Total net resources	**17 117**	**47 462**	**2 071**	**66 650**

[a] The combined support budget of INSTRAW and UNIFEM for 2010-2011, funded from voluntary contributions is divided by two to determine the distribution amounts for 2011.

[b] Represents income from cost recovery (extrabudgetary) on non-core voluntary contributions-funded projects and programmes that UN-Women executes on behalf of donors and the United Nations system.

Annex III

Summary table: details of posts proposed for phase I and implications for support budget

Configuration of posts and post-costs over phase I and II/III of UN-Women support budget for 2011

	Number of posts							
II. POSTS	*ASG*	*D-2*	*D-1*	*Other Professional category*	*Total Professional category*	*Total GS*	*Total number posts — HQ & Field*	*Timeline*
A. Pre-existing support budget (UNIFEM & INSTRAW)								
Approved posts — HQ		2	3	45	50	41	91	
— Field			3	3	6		6	
Subtotal approved HQ + Field		**2**	**6**	**48**	**56**	**41**	**97**	
B. Phase I — post increases								
1. Senior Management Team — HQ	1	2			3		3	Jan/Feb 2011
2. Field offices — Conversion posts				27	27	32	59	Jan/Feb 2011
— New posts			3	—	3	14	17	Feb/April 2011
Subtotal (2) field posts:			**3**	**27**	**30**	**46**	**76**	
Subtotal (1 & 2) post increases under phase I	**1**	**2**	**3**	**27**	**33**	**46**	**79**	
C. Phase II & III; full application of proposed support budget								
1. Headquarters posts	—	5[a]	4	47	56	20	76	
2. Field posts	—	—	12	60	72	28	100	
Subtotal proposed posts 2011 (HQ + Field) under Phase II & III	—	**5**	**16**	**107**	**128**	**48**	**176**	
Total proposed SB posts 2011 (A + B + C)	**1**	**9**	**25**	**182**	**217**	**135**	**352**	
III. COSTS Phase I and phases II & III (in millions US$)		*Phase I*	*Phases I & II*	*Total All phases*				
Total Support Budget 2010[b]		**20.7**	**20.7**	**20.7**				
Cost increase		2.2	2.2	2.2				
Volume increase		17	35.7	52.7				
Total post + non-post cost increase		**19.2**	**37.9**	**54.9**				
Total gross proposed		**39.9**	**58.6**	**75.6**				
Less income from support cost		(4.9)	(6.9)	(8.9)				
2011 total net proposed budget		**35**	**51.7**	**66.7**				

(Footnotes on following page)

(Footnotes to annex III)

[a] While these posts appear under Headquarters, their possible move to the regions is still to be decided.

[b] The combined support budget of INSTRAW and UNIFEM for 2010-2011, funded from voluntary contributions is divided by two to determine the distribution amounts for 2010 and 2011.

[c] Estimates, details to be worked out.

Annex IV

Summary table: estimates by expenditure category of phase I of proposed support budget 2011

(Thousands of United States dollars)

Category of expenditure	*Distribution 2011*[a]	*Change in volume 2011*	*Change in cost 2011*	*Revised estimates 2011*
Post costs				
Staff posts	16 601	11 292	2 059	29 952
Non-post costs				
Other staff costs	361	294	9	663
Consultants	431	410	10	851
Travel	207	497	5	709
Operating expenses (information technology)	457	595	11	1 063
Furniture and equipment	161	773	4	937
Reimbursement to UNDP	1 176	1 631	28	2 834
Rent	1 298	1 576	31	2 905
Subtotal, non-post costs	**4 091**	**5 776**	**98**	**9 962**
Total	**20 692**	**17 067**	**2 157**	**39 914**
Estimated income to support budget[b]	(3 575)	(1 239)	(86)	(4 900)
Total net resources	**17 117**	**15 828**	**2 071**	**35 015**

[a] The combined support budget of INSTRAW and UNIFEM for 2010-2011, funded from voluntary contributions is divided by two to determine the distribution amounts for 2011.

[b] Represents income from cost recovery (extrabudgetary) on non-core voluntary contributions-funded projects and programmes that UN-Women executes on behalf of donors and the United Nations system.